Master of Business Administration (MBA)

Organization Behavior & Design (OMBADS102T22)

Self-Learning Material
(SEM 1)

Jaipur National University
Centre for Distance and Online Education

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Course Introduction

Organization Behavior & Design is assigned 3 credits and contains 9 units. Its objective is to to explore individual and group behaviour within organizations, analyze key concepts such as motivation and leadership, and examine organizational culture and change management. Students will develop skills for effective team management, problem-solving, and decision-making in various organizational contexts.

The decisions taken on the basis of Organization Behaviour & Design are subject to evaluation and objective assessment.

Each unit is divided into sections and sub-sections. Each unit begins with statement of objectives to indicate what we expect you to achieve through the unit.

Course Outcomes

By the end of this course students will be able to:

1. Describe the concept and basic nature of Organizational Behavior.
2. Explain the concepts of Personality, Learning, Attitude and Perception.
3. Determine the various aspects related to Group Behavior& Work Stress
4. Categorize the conflict management within an organization.
5. Decide the Organization Culture. Power and Politics.
6. Develop the mechanism of Managing Change within an organization.

We hope you will enjoy the course.

Acknowledgement

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Unit-1

Introduction to OB & Diversity in Organization

Learning Outcomes:

Students will learn about Management Functions and management roles and skills.

Students will learn about the importance of OB and its challenges and opportunities.

Students will learn about Diversity and Biographical characteristics affecting employee performance & understanding.

Structure

1.1 Management Functions

Management is in need to achieve the set target to made the efficiency of human efficiency to be made for the long term.. The management are always gathered at one place where the business is running smoothly to set out and manage the goals in a specific manner. "Management is a set of principles relating to the functions of planning, organizing, directing, and controlling, and the applications of these principles in harnessing physical, financial, human, and informational resources efficiently and effectively to achieve organizational goals".

Management is needed to run all kinds of organizations and is crucial for an organized life. While managing a business includes working with and through others to accomplish goals, managing a life involves taking steps to achieve goals.

In the whole five starting functions of management are:

Planning

Organizing

Staffing

Directing

Controlling

Mutual support, interrogation and foreseen outcomes are all the conditions of controlling by which it maintains a good functioning riles at distinct level.. Based on these seven tasks, Luther Gulick created the term POSDCORB, which usually stands for P stands for Planning, O stands for Organizing, S stands for Staffing, D stands for Directing, Co stands for Coordination, R stands for Reporting, & B stands for Budgeting. However, the generally

acknowledged management functions of planning, organizing, staffing, directing, and controlling are also included.

1.   **Planning-** Planning is a future oriented activity and sets the desired goals for future course of action.It is a decision nmaking activity which affect the companys well bveing further to have a sequential process for future.Make the future plans with vision and mission and pull out the best choices for long run so that internal and external fgeatures of environment will not suffer.Planning is basically affected by internal factors such employement development facilities,change in human working pattern etc.

2.   **Organizing-** Work segregation is highlighted and organized well in a formal way so that it can be framed through delegation of authority and responsibility to accomplish the desired goals on time.Organizing includes identifying the tasks that must be carried out in order to accomplish the company's objectives, assigning these tasks to the proper personnel, and granting the necessary authority to carry out these tasks in a coordinated and cohesive manner. It follows that the organizing role is concentrated on the following:

Identifying the necessary tasks to be completed and grouping them as necessary

Allocating these responsibilities to the employees while outlining their levels of authority and accountability.

By granting these employees this authority

Creating a link between responsibility and power

Combining these ideas

3.   **Staffing-** Recruiting and Selecting employees who are capable in spirit for managing their task in the organisation is the part of job staffing. It includes the procedures for hiring, teaching, developing, compensating, and evaluating workers in addition to maintaining this workforce with the proper extra benefits and energy level. Since they are the key players in the management process, it is essential to make the right hires. This feature is more important because of having different skills and knowledge experiences physical sttributes age etc higher management is very serious by training and grooming his staff in a proper way.

4.   **Directing-** The directing position concentrates on management, coordination, motivation, and leadership to guarantee that the workers complete their tasks as efficiently as feasible and achieve the intended goals. Giving instructions and advising the followers on procedures and practices are both parts of leadership. Open dialogue is necessary for sharing information with the staff and soliciting their inputs. Motivation is essential because people who are highly motivated perform well even when provided less direction from superiors.

Supervising subordinates would produce ongoing success reports that would reassure superiors that the instructions are being followed properly.

5.   Controlling- This function works according the planning once planning is done controlling needs to be supervised to see how the employee is performing how the performance standards been set according to that employee deviates towards it.

The regulating process entails:

Standard criterais setter for employees.

Actual performance success standard set of employees

Find out the comparision between real performace with setted performance

1.2 Management roles & skills

Management positions may involve overseeing a specific section, a collection of departments, or the entire organization. Ten of the most prevalent management positions are listed below:

1. Leader

A manager can inspire their team by setting a mission or long-term objective for them to work toward. Managers are relied upon to give guidance and make decisions for the benefit of the workforce. A successful manager motivates team members to accomplish both short-term and long-term objectives for their own personal and professional development as well as the company's expansion.

2. A spokeswoman

A manager may represent the goals of the business or organization. Managers educate the public about an organization's overarching objectives and philosophies by promoting the business positively. While attending events and making speeches, managers work to promote the company and may help the public relations team market the company's goods to potential stakeholders or investors.

3. Businessperson

For a firm or department, managers frequently come up with new business ideas and solve problems. They create the change they want to see in the business using their vision by creating new projects or altering current ones. Managers might be enthusiastic about their business and willing to take calculated chances in order to create better and more efficient business solutions.

4. Trainer

As a manager, you might assist with new recruits and ongoing employee training. This could entail organizing training sessions or providing chances for development on-site. Additionally, managers may supervise directly as staff members pick up new skills. Managers assist staff members in picking up new skills and adjusting to adjustments when new technologies are introduced or updated.

5. Representative

In formal settings and meetings, a manager may represent the business. This might entail having them show up at social and community gatherings, like a client lunch, an employee's wedding, or a charity function. A manager must project a favourable image of the business on these occasions.

6. Liaison

A manager may act as the intermediary between various corporate divisions and external organizations that collaborate with a business. In order to establish contacts in the community or within a business, managers may network on the organization's behalf. Managers can convey information to staff members on behalf of senior leadership, including the Chief senior Officer (CEO).

7. Monitor

Managers can keep an eye on their staff members' efficiency and well-being. They can monitor what is done and search for anything impeding output. The latest news and information about the business and its personnel are also kept up to date by managers.

8. Policy enforcer

Employers may be held responsible for their activities by a manager who implements company-wide policies. They have the right to discipline employees when violations arise. In order to prevent future wrongdoing or deviations, this includes upholding rules and regulations.

9. Mediator

Conflicts that arise internally or externally can be handled by managers. Conflicts between two workers, a customer complaint, or disputes between employees and administrators may fall under this category. When dealing with issues and preventing minor ones from getting out of hand, managers may behave similarly to a judge.

10. A resource manager

Managers frequently decide how best to spend money and resources, like equipment, within their workplace or department. They might devise the best strategy for finishing tasks on

schedule and within the allocated budget. Projects can be given to workers by managers, who can then keep an eye on them to see if they need to redistribute work as necessary.

How Do Managers Work?

To realize a company's overall growth goal, managers plan, direct, and control resources. By setting definite objectives, supervisors can inspire staff to succeed and offer guidance for career advancement. There are three facets to a manager's job:

Interpersonal: Managers frequently communicate with a wide range of individuals, including staff members, corporate executives, and the general public.

Informational: Managers may be responsible for informing both the general public and workers.

Making decisions: Managers have the authority to select new hires, evaluate current workers, and make choices that have an impact on company operations.

You must develop a variety of abilities if you want to be a successful manager. No matter how advanced the position, managerial jobs require excellent technical skills as well as strong conceptual and interpersonal abilities. The fundamental set of skills needed to succeed as a manager stay the same, despite the fact that the significance of particular skills varies across job roles and organizations.

Employers may expect you to effectively convey abstract concepts, utilize and manage your time, and support your team in developing solutions and well-rounded choices throughout your managerial career. As a boss, you might use the following abilities:

Technical skills: Depending on your job role, you may use these skills widely. You typically acquire them during your formal education in college. You can manage the success of other team members with the aid of these abilities.

Interpersonal skills: As you advance in your management career, you may need to depend on others to establish and accomplish objectives for your organization or business. Interpersonal abilities support the growth of values like trust and teamwork, encourage improvement, and help you deal with problems that arise during the course of different tasks.

Communication skills: All managerial positions require effective oral and written communication abilities that are appropriate for both official and informal settings. You may need to have a strong command of multiple languages and grammar as well as the ability to write clear documents and messages in order to guarantee proper communication.

Time management skills: Employing your time management skills, you can set priorities for your team members and yourself so that everyone can concentrate on the most crucial

duties first. To ensure that meetings begin and end on schedule, it is crucial to adhere to the agenda while conducting them.

Skills in problem-solving and decision-making: Managers can analyze issues and make crucial decisions to find and choose the best potential solutions. To be able to visualize various outcomes of a business situation and advise your team or company on the best course of action, you must cultivate these skills.

Conceptual abilities: Senior managers may be charged with choosing what is best for the business or organization over the long term. To solve these problems, one must be able to reason, analyze different situations, and think creatively.

The following advice will assist you in improving your administration abilities:

Gain self-assurance. Possessing self-assurance can enable you to exercise your power and lead a group of people.

Enhance your speaking abilities. You can gather information and make choices with the aid of effective communication with staff members and the leadership.

Engage in networking. Interacting with people in the community or business, as well as other departments, can be facilitated by networking skills.

Attend management-related courses. You can acquire the knowledge you need to become an authority in your profession by taking courses, reading books, and attending pertinent workshops in your industry.

Be prepared. To manage and prioritize your duties, find an organization system that works for you, whether it's on an online platform or in a paper planner.

The capacity to solve problems. In order to boost your confidence and enhance your problem-solving skills, start brainstorming sessions where you attempt to come up with a solution or solutions to an issue.

1.3 Importance of OB

Organizations are guided when they comprehend the significance of corporate behaviour. In today's corporate climate, managerial behaviour is decisive. Focusing on OB gives you strengthto know and anticipate managerial existence. Comprehension of an organization's personnel composition and behaviour. It is crucial to keep connections within the company and to inspire employees.

The importance of and need for organizational behaviour are outlined in summary below:

- Research on organizational behaviour helps build skills. This includes the ability of employees to use their knowledge effectively and to perform efficiently. Additionally, it enhances the work potentials of supervisors and their subordinates.
- The marketing process can be enhanced by understanding potential buyer.
- Understanding the significance of motivational principles and numerous practical employee motivation strategies is aided by OB.
- Effective personnel administration necessitates knowledge of personnel and employee character. It only focus on output so that more profit will be earned.
- accepting and foreseeing managerial proceedings are aided by the technical learn of behaviour.
- Consider yearly business planning, resource scheduling, product line management, production planning, and logistics as examples.
- Efficiency and effectiveness are two other factors that can be improved by corporate behaviour research.
- OB helps to create a cooperative, moral, and secure workplace.
- Learning about OB can it can make you learn human personality and habits and traits. Management can encourage and educate staff to use resources as effectively as possible by being conscious of this.
- The function of OB in enhancing organizational goodwill: This enhancement is facilitated by organizational behaviour.

Knowledge Check 1

Fill in the Blanks

_____ revelas analysing,understanding,and change management with four managing process..

Organizations create _____ to standardize employee behaviour.

_____ creates both barriers and opportunities for workgroup interaction.

_____ is associated with a participative management background.

Eustress is considered as _____.

Outcome-Based Activity 1

A medical aspirant with standard educational evidence wants to be a medical aspirant, making him mpassionate that one day. It will all be done. Why so? List down your steps to change his approach.

1.4 Challenges & opportunities of OB

Organizational behaviour is the study of workplace personnel behaviour. Thanks to OB, managers can predict, understand, and maintain employee behaviour in the workplace. However, if they adopt organizational behaviour practices, the manager won't be far from new challenges. As a consequence of the unpredictable and continuously increasing modification in principle positivity practices, managers today are dealing, whether consciously or unconsciously, with behavioural challenges and issues in their work place. These issues make them aware how to talk face to face and resolve the issues.

Here, we explore how organizational behaviour can help managers address these issues, which present both opportunities and challenges.

Globalization

The economic collation of a country's economy on a global scale is known as globalization. A global village, or the assumption underlying globalization, is where all businesses are assumed to function. Due to globalization, all products kinds from all nations are now available in one location. Globalization has led to the availability of foreign goods on the domestic market and the internationalization of domestic goods. Globalization has an effect on organizational behaviour in both positive and negative ways. Local businesses are experiencing a downturn in the market; managers are finding it difficult to deal with global norms, values, and cultures; there is continuous competition, technology is advancing, etc.

Diverse workforce management

Workforce diversity refers to differences among those employed by the company in terms of age, ethnicity, culture, gender, values, level of education, location, and other factors. It goes without saying that diverse groups of individuals from various backgrounds make up an organization. The managers should take into account the differences between individuals. Managers should be aware of the history of each of their staff members in order to make appropriate plans and foster harmony and cooperation within the workplace. If implemented properly, workforce diversity offers advantages like improved teamwork, employee understanding, increased productivity, and effective use of various talents. Interpersonal disputes, employee dissatisfaction, and turnover keep rising if this is not done.

Productivity and Quality

Productivity is the ability to produce the most with the least amount of input and expense while maintaining a level of greatness in comparison to others. Customers' demands are constantly shifting as a result of globalization; they not only focus on their product and services they also focus on maintain the quality working for workers so that they give their 100% productivity in their work. An firm manager also gain profit from premium customers, establish a brand and a distinct place in the market, and if quality and productivity are ignored, customers will become disinterested.

Increasing Employee Competencies

One thing is certain today: the corporate world is not what it once was. The majority of companies have relocated to the service and knowledge-based industries, and uncertainty is on the rise. A high level of skills and knowledge have been required due to changes in management practices, rising rivalry, teamwork, decentralization, and quality awareness. Managers are compelled to develop the abilities of their staff as a result. Not skilled workers must be given training and more skilled workers should also get btraining sio that they will do good work by getting 100% results. Managers must also teach and re-educate employees. Employers should be given opportunities to develop their abilities and become competitive by their managers.

Workplace leadership

Employee empowerment leads to leadership,coach ,mentor so that they do work very well at their workplace and should have the good decision making power so that they can trained other individuals in the organisations.

Managing Organizational Change

Managing workplace change leads to having self managerial teamwork,job appraisal and the responsibilities to getting well appraised in the organisation so that the employees feel motivated and have a sense of responsibility to giving out the best to other individuals so that they can achieve the goals on time.

Information technology's emergence

Information technology is becoming increasingly important to OB. The advancement of IT has transformed OB practice from manual to automatic, improved customer services, accomplished digitalization, allowed for real-time information delivery to customers, and more. The manager's current responsibility is to teach staff members the best ways to use computers and other information technologies to increase productivity and customer happiness.

1.5 Diversity

The presence of people who are different from one another in terms of race, ethnicity, age, ability, language, country, socioeconomic position, gender, religion, or sexual orientation is referred to as cultural diversity in a company. The community could be made up of a country, a state, a city, a neighbourhood, a shop, or a school. The neighbourhood is considered to be culturally diverse if a wide variety of groups are represented. Applying ethnic diversity in the workplace has become a divisive issue. Diversity in a unit, such as a group or corporation, refers to how much the members of that unit differ from one another. Although a very wide range of individual characteristics is included, differences based on gender, race/ethnicity, and age have drawn the most attention. The administration of work groups and organizations, as well as the effects and control of individual differences, are the primary areas of emphasis for this subject. The fact that workplace diversity is increasing across many countries is what gives it its importance.

Diversity in the organization is largely characterized by respect for and appreciation of the unique talents and perspectives that each employee brings to the table. A different workplace is that employees feel safe and secure and should not be suffered partially through their caste religion etc.If your business wishes to foster a more diverse and welcoming workplace, it is critical to understand what workplace diversity is. The term "diversity in the workplace" refers to the variety of personal variations within an organization. Diversity includes both how a person identifies with themselves and how they are perceived by others. Diversity in the workplace can take many different forms. Some examples include race, gender, ethnicity, age, religion, sexual orientation, citizenship status, military service, and other unique differences between individuals. It also includes issues like physical and emotional health issues.

It might be advantageous to a workspace. People from different origins have different perspectives on the same events. They present new viewpoints. Because of this, the group can approach problems from numerous angles and come up with creative solutions. In order to strengthen it, business practices and philosophies must respect and take into account diversity. You have to put in the time and effort to understand diversity. It demands the willingness to value distinctions for what they are while keeping an open mind. Cultural diversity may weaken a company if it lacks that dedication. Misunderstandings can arise from different ways that the same incident is perceived by different individuals. If awkwardness and animosity are not addressed, they grow. That effect will be exacerbated by prejudice. Sometimes people make rash decisions and interpret behaviours incorrectly.

The advantages of variety in workplaces include the following:

Because more ideas and techniques can be applied in a diverse workplace, productivity is improved. The probable for increased output is greater than before by the variety of talent, which turns into a broader range of employee skills as well as a variety of perspectives and experienced people.

Increased Creativity: Collaboration between individuals from various cultures and backgrounds has the potential to boost creativity. This is because there are more people with different perspectives and methods of problem-solving, increasing the chance that a workplace issue can be resolved.

Increased Cultural Awareness: Employing people from various cultures helps businesses deal with subtle differences in a global marketplace.

Positive Reputation: Businesses with diverse staff are frequently seen as superior ones by employers. Prospective employees are more moved to employers who tolerate, embrace, and treat workers from any backgrounds equally.

Increased marketing opportunities include: If target clients and employees confirm they are been identified and have got the merit and positive part to create the image in the markjet so that clients would not suffer.

1.6 Biographical characteristics affecting employee performance & understanding

A workforce is the primary and sustainable source of competitive advantage in the globalized and free-market period. Therefore, ensuring their complete happiness is of utmost strategic importance for keeping a qualified workforce. Given that each person's level of job satisfaction is unique and depends on their unique personal and professional histories, it is crucial to look into how these various biographical factors influence an employee's level of job satisfaction. This knowledge will enable us to predict the work expectations of various biographical groups of workers and to maximize their satisfaction. Additionally, it will make it easier for HR managers to manage workers of various ages and genders when carrying out HRM duties. Workplace conditions, performance evaluation methods, relationships with co-workers, grievance procedures, and safety precautions are all variables that affect job satisfaction because they have a very small negative impact. The character of the job and pay are two factors that may contribute to some degree of dissatisfaction. However, these variables are generally acceptable. The majority of the male workers are not entirely happy with the nature of their work. However, the majority of female workers find the nature of

their work to be either satisfactory or uninteresting. Employee happiness with pay and work-related factors is higher among women.

On the other hand, there are some variables that contribute to employee dissatisfaction, such as working hours, employee training and development, and frequent employee transfers. Since an employee may experience dislocation and adjustment disorders, which impact both job productivity and motivation at work, frequent transfers of employees may result in significant dissatisfaction or even high employee turnover. Contrarily, a small number of employees appreciate the move and prefer working in various locations across the nation. They contend that transfers break up the tedium and give them the energy to work harder. Another area that needs attention is training and growth. A greater level of work dissatisfaction results from improper Training and Development efforts. Many workers lament the lack of orientation or preliminary training they received, which made it difficult for them to get used to the banking process right away after starting. Most workers pick up the process from a superior or a peer.

Knowledge Check 2

Check whether the following statements are true or false:

A number of behavioural fields have contributed to the field of applied behavioural science known as organizational behaviour.

The several problems related to the boring in humans their thinking part would not be much stressful for industrial phenomists.

Sociology is a subfield of psychology that focuses on how people affect one another and draws ideas from social psychology and psychology.

In order to understand people and their behaviours, anthropologists examine societies.

Outcome-Based Activity 2

A Frustrated Women yells at her child and husband because of overburdening of work by her Boss. What is the reason behind it? Discuss technically.

1.7 Summary

Organizational behaviour is the study and application of information about how people, individuals, and groups behave in organizations.

It does this by adopting a system approach, which means it interprets relationships between people and organizations in terms of the whole person, whole group, whole organization, and whole social system.

Its goal is to improve relationships by achieving human objectives, organizational objectives, and social objectives.

The human element of work is a crucial part of how a company operates, and OB is the study of human personality, approach, and performance.

The three levels of analysis, interdisciplinary nature, implication of scientific methods, emphasis on application, contingency thinking, a mciro size of management, positive and optimistic, and integrative nature are the essential characteristics of OB.

OB is significant as it reveals untouched organizational aspects, describes and assumes behaviour, aids in developing people skills and winning the race, and helps in making informed decisions.

1.8 Self-Assessment Questions

How would you evaluate the behaviour at the most recent company you were affiliated with?

What behaviour do you want to alter at the most recent organization you were affiliated with?

What do you consider to be your biggest advantage for a company?

Do you agree with Freud's theory on protection mechanisms? In what way(s)?

What kind of behaviour, and why, does a person who aspires to a position in politics avoid exhibiting?

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Unit-2

Attitudes & Job Satisfaction

Learning Outcomes:

- Students will be able to learn types of attitudes and cognitive dissonance theory.
- Students will learn about measuring job satisfaction and the effect of job satisfaction on employee performance.
- Students will also learn about employee dissatisfaction.

Structure

2.1   Types of Attitudes

2.2   Cognitive Dissonance Theory

2.3   Measuring Job Satisfaction

  o   Knowledge Check 1

  o   Outcome-Based Activity 1

2.4   The Effect of Job Satisfaction on Employee Performance

2.5   Employee Dissatisfaction

2.6   Global Implications

  o   Knowledge Check 2

  o   Outcome-Based Activity 2

2.7   Summary

2.8   Self-Assessment Questions

2.9   References

2.1 Types of Attitudes

An attitude is a strong evaluation of something, whether it be favourable, negative, or mixed. It's a way to say whether you believe something is good or bad about a person, place, thing, or event. These are the basic factors that govern how we view and act toward each aspect of our social environment. Attitudes are complex arrangements of beliefs, feelings, and propensities to judge specific actions. Since a person's attitude sets a pattern that persists over time, altering one's attitude may necessitate challenging changes from many other people. Instead of attempting to change people's attitudes, the business is better at modifying its product to fit those attitudes. It is possible to define attitudes as ingrained propensities to consistently react favourably or unfavourably to a particular object or group of objects. In essence, a person's "attitude" is how they perceive something. More precisely, "attitude" can be defined as the mental state of a person that prepares him for a response or causes him to behave in a predetermined way. This is an emotion that must be learned. A person's attitude is a concoction of their thoughts, feelings, and perceptions of a situation, a concept, or another person.

Components of Attitude

1.   Cognitive Elements

Belief is considered as a cognitive element of customer attitude. A value declaration is connected to an attitude's cognitive component. It contains things that one can trust, such as principles, theories, and other knowledge. Investory give the right way to favourable brand views and unfavourable competitive perceptions through brand associations.

2.   Affective element

Affective is an emotional component of consumer opinions. The affective part of an attitude is defined as an individuals feelings toward other people, which can be either positive, indifferent, or negative. Three study models describe the variables that impact affective response. According to functional relationship theory, one of four psychological processes—adjustment, self-defence, expression of values, and application of previous knowledge—leads to customer purchases. According to the Fishbein model, affective responses are correlated with consumer beliefs and evaluations; if thinking are sturdy and pleasing, then than strong reactions will be good. The faith significance replica examines the feelings that consumers have toward rival companies.

3.   Behavioural Component

The consumer's purpose is the behavioural component of their mindset. The behavioural component of an attitude is the way that various situations or circumstances influence

people's behaviour based on cognitive and affective factors. Two research models show the relationship between actual purchases and consumption and buy intentions.

✓ Rational action theories contend that attitudes toward consumer action and arbitrary standards have an impact on consumer behaviour and that consumer behaviour is a direct result of purpose.

✓ The consumer intent theory offers guidance on establishing and upholding long-term relationships with customers as well as explaining the real consumption behaviour of consumers.

The four types of attitudes that affect how people view the universe are as follows:

1.   Positive Attitude

Regardless of the circumstance, an optimistic attitude entails having a positive outlook and considering the bigger picture. It enables you to remain resilient and embrace your strengths and weaknesses. Success in school and the workplace depends on having a positive mindset. People with an optimistic outlook frequently exhibit self-assurance, optimism, happiness, dependability, and adaptability. Anil, for instance, receives constructive criticism from his manager regarding how he performed on a recent high-stakes assignment. Anil will thank his manager and focus on the areas that require development if he has a positive outlook.

2.   Negative Attitude

People with negative attitudes are unable to see things with optimism or pleasure. It's the complete antithesis of being optimistic. People frequently experience unfavourable situations that cause them to develop a pessimistic outlook on life. The emotional and physical well-being of a person can be impacted by persistently feeling bad. By identifying your emotions and keeping an eye on your thoughts, you can spot negative attitudes. A few typical signs include anger, frustration, and self-doubt. If you can't get rid of your bad feelings on your own, talk to a friend or an expert.

3.   Neutral Attitude

People who maintain a neutral mindset frequently become complacent and smug. By recognizing its various signs—not expressing feelings or reacting to circumstances, allowing things happen naturally, and being unconcerned with difficulties—you can assess a neutral attitude. Neutrality is one of the most distinctive dispositions, and it has benefits and drawbacks. It can help you stay grounded in the face of adversity, but it can also cause you to feel cut off from other people and your objectives. If you believe that your attitude at work is neutral, strive to adopt a positive outlook.

4.   Sikken Attitude

One of the most challenging mindsets to understand is sikken. It exhibits an ongoing attitude of hostility and pessimism. Since this attitude is ingrained in one's personality, it is challenging to manage and very difficult for people to significantly alter their viewpoint. It is feasible to make positive changes, though. Simply put, someone with a sikken attitude needs to put forth more effort to transform.

2.2 Cognitive Dissonance Theory

The cognitive dissonance hypothesis was first introduced by psychologist Leon Festinger in 1957. This happens when people ideas feelings are different from other which makes the person odd from all and makes him uncomfortable, discordant feeling. People who deceive despite respecting honesty, litter despite caring about the environment, or make extravagant purchases despite believing in being frugal are some examples of those who exhibit such inconsistencies or dissonance. When faced with cognitive dissonance, individuals may attempt to lessen their discomfort in unexpected or surprising ways. Psychologists assert that when our actions conflict with how we perceive ourselves and we find it difficult to explain why we are more likely to experience cognitive dissonance as a result. Festinger and James Carlsmith released a significant study in 1959 demonstrating how cognitive dissonance can have unexpected behavioural effects. In this investigation, participants were required to complete monotonous tasks for an hour. (for example, repeatedly loading spools onto a tray). After the tasks were completed, some of the participants learned that there were two versions of the study: one (the version they had been in) did not disclose the study's existence in advance, while the other informed them that the study was fascinating and enjoyable. The researcher informed the subject that the following study session was about to begin and requested a volunteer to reassure the following subject that the study would be pleasant. They then requested that the participant inform the following participant how fascinating the study was. (which would have meant lying to the next participant, since the study had been designed to be boring). Several methods are there festinger argued that this will be find more comfortable.

1.   **Adjusting Our Behaviour:** One of the easiest ways to handle dissonance is to alter one's conduct. To handle with their error and knowledge (that addiction of smoking is bad) and their behaviour, a smoker may resolve to stop smoking, according to Festinger. (that they smoke).

2.   **Environmental Change:** On occasion, people can diminish conflict by changing their environment, especially their social environment. A smoker might, for instance, prefer

to hang out with other smokers rather than people who have unfavourable views of nicotine. In order to avoid cognitive dissonance, people sometimes surround themselves with "echo chambers," or groups of people who share and agree with their opinions.

3. **Investigating New Information:** Another way that people can cope with dissonance is by giving information a prejudiced interpretation. For instance, they might keep away from in that would make them feel more odd and search for new information that supports their current course of action. For example, a coffee addictor might look for focused that highlight the benefits of having coffee might and avoid those that address potential disadvantages.

2.3 Measuring Job Satisfaction

Job satisfaction is intended to represent employees' degree of satisfaction with their employment as a psychological construct. The answer to this is every features and points of attitudes and behaviour give you satisfaction only one measure give low rating that is employee dissatisfaction,.dditionally, work satisfaction grows gradually. Work satisfaction today does not guarantee work satisfaction in five years because it is a dynamic process. This is due to the fact that a variety of workplace factors, many of which are mutable, influence job satisfaction. As a result, the employee's attitude toward the present working conditions is described by job satisfaction as a psychological construct that can be measured.

Given this, the following are the best methods for gauging work satisfaction:

✓ Regularly assess work satisfaction so that you can determine an average across all employees or have a baseline measurement for each employee. You can monitor changes in work satisfaction if you have a baseline measurement available.

✓ One of the many methods for monitoring work satisfaction is the use of questionnaires and surveys. Employees can reply privately using these tools without the added pressure of social interaction. However, bear in mind that employees may report in ways that seem socially desirable since these responses are still self-reported.

✓ Talk about team member involvement with superiors, team leads, and managers.

✓ Give workers a method to anonymously report complaints. Since steps 2 and 3 are not anonymous, some employees might not feel safe bringing up difficult subjects. The ability to report sensitive problems anonymously is provided by a suggestion box.

✓ Remind workers that their answers are private and that only those who are tasked with scoring the questionnaires will see them.

- **Knowledge Check 1**

Fill in the Blanks

1. knowledge is a alter in performance due to _____.
2. _____ modifier learns good by doing.
3. The knowledge process involves be vigilant,healthy,and more focused _____.
4. _____ non stop change in behaviour leads to potential behaviour as a outcome of direct and indirect work experience..

- **Outcome-Based Activity 1**

Discuss an incident when you had a clash of choice between action against your values and gaining, and action in consonance with your values and losing. What did you choose and why?

2.4 The Effect of Job Satisfaction on Employee Performance

Assembling efficient and capable employees of carrying out their duties to a top standard should be the top priority as an employer. Your main goal is to collate a squad of effective, talented, and creative individuals. What could be done for this? You need to develop an environment where employee satisfaction is valued.. Various studies have proven that investing money to increase employee satisfaction is fruitful for any business. Of course, the main justification is that you'll require happy workers working for you. Several studies have revealed that employee satisfaction is considered the best indicators of long-term successful company performance. Performance, which is connected to greater profits, is also connected to a high level of job happiness. Once resources are satisfied with their jobs their approach will bve more inclined towards motivation and dedication.Loyalty is the major result of Job happiness achieved. If your employee is working hard for the organisation and think as its his organisation it creates a successful,background and image in employees .They won't be as likely to transfer jobs, and they might even recommend working for your business. When it comes to job satisfaction, it's difficult to understand that satisfaction varies from employee to employee. Comparatively younger employees expect various types of benefits from their employes as it will support their family financially and morally.

It is employee performance that ultimately contributes to work satisfaction. It's crucial to boost workers' employment and employee satisfaction. Whether in the public or private sector, we must implement the proper organizational methods and managerial skills to promote work satisfaction due to the complexity of operations and functions. In order to work with the employees and through them to achieve the desired result for the company, managers are tasked with combining the available resources in the proper proportion. Human performance in the workplace in the past wasn't just dependent on the abilities or skills that an employee brought to the job; rather, it was a response to the motivating, energizing, or incorporating factor that the organization adopted in the actualization of their activity goals. The condition that causes variations in the consistency, calibre, and directions of ongoing employee behaviour is referred to as the individual's attempts to meet his requirements. As a result, before beginning any employee-related process, management must be fully aware of the behaviours of individuals working in an organization.

Now that you are aware of the significance of work satisfaction let's look at some strategies for raising it within your organization.

1. Respect

One of the easiest ways to attempt to improve job satisfaction is to make sure your staff members feel respected. If you want to express your gratitude and regard for the people who work so hard for you, you must be sincere and genuine in your work ethic, offer them a say in some of the business decision-making processes, and help them realize their own potential.

2. Trust

Making sure you trust your employees and encouraging them to do the same is another method to increase job satisfaction. It's critical that you comprehend how to increase the level of confidence between you and your staff.

3. Security

It's unlikely that you would have the best experience if you went to work every day, not knowing if your job was safe. Employees who are concerned about their employment security are more likely to experience anxiety and are significantly less likely to feel fulfilled in their positions. Being honest in your interactions and always being upfront about what your employees can anticipate is one easy way to increase feelings of job security.

4. A favourable job environment

People are much more apt to want to work somewhere with a healthy workplace! High job satisfaction workers are those who work in environments with positive attitudes, little tension, and little to no instances of harassment or discrimination.

5.   A career path

If you are not satisfied with your work no matter what you do it will not make you satisfied. If you think you have the potential to not only advance but also excel, you are much more likely to want to put in extra effort in your current job. You need to ensure that your team is well aware of career advancements within their present roles as it will decide career path in future ahead..

6.   Pay and perks

We go to work to make money, and some employees are fortunate enough to make excellent money each time they show up for work. But this isn't as significant as you might think. Sure, giving competitive compensation is important for luring and keeping workers, but you can also improve their mood by providing a variety of benefits. This covers health care, job wellness, and family assistance like childcare vouchers and flexible scheduling.

2.5 Employee Dissatisfaction

Job dissatisfaction is basically a result of underachievement of employee's satisfaction. They feel insecure and demotivated and highly dissatisfied of their working whioch created a direct Affect in the organisation as well as working of an employee.Eventually, this has an effect on the success and financial health of the company. Dissatisfaction can be caused by a variety of factors, including an negative work culture and surrounding, mismanagement, a lack of recognition, and poor and delayed compensation. Some of the usual signs of dissatisfaction are listed below:

1.   Lack of enthusiasm and interest - People will act unenthusiastically and make minimal efforts to achive the target. Many factors dissatisfied them and feel more discomfort while hgandling their personal talks and more discomfort in their job.

2.   Procrastination – Employees who put off doing their job might be secretly wishing that it would just go away. Last minute deadlione incompletion of work makes the employee more arrogant discomfort..

3.   Absenteeism and tardiness – Dissatisfied employee in their jobs lack the zeal to carry out their responsibilities. Irregular employee may provide various reasons to avoid task allotted like regularly falling ill, absenteeism etc.

4.   Declining performance – Non Devoted employees are probably going to put very less effort, which lowers output. They might require more time to finish a task than actual requirement of the task. They will reflect casual approach towards task and will just achieve bare minimum output.

5.   Stress and negativity – Tensed job feel is very liable to happen in any organization but non devoted employees make you feel that very frequently. They might complain more frequently about their jobs, bosses, clients, or co-workers.

The following are some effects of employee dissatisfaction in the workplace that you might encounter:

1.   Disengagement – Unhappiness at work is achieved due to zero emotional connection between workplace and the employee. Reduced employee involvement means a worker they wont go upper against the ethics and rules of company..

2.   Reduced productivity - Additionally, they might not put their best effort for quality work and which lead to poor target achievement.and they got more stressed and irrtitated wehile completing their task on time.

3.   Increased turnover – If the employee is not sastiosfied with their working in the company rthis cause to switch the company and get more good jobs to find out in search and feel unhappy and unenthusiastic.

4.   Unfavourable impact on business reputation – Employees who doesnot feel comfort in doing team work or be friendly they might feel negative and doenot want to work for the organisation..

Multiple factors are studied for work dissatisfaction but confronting issues positively will result in better performance for the organization. Your organization can create a fulfilling workplace if it deals with following reasons effectively:

1. A lack of gratitude

Satisfaction and respect at both personal and professional arena is expected from every individual. The idea of worth at work goes beyond performance reviews. Because they are valued for who they are as people, people want to feel significant as co-workers and employees.

2. Receiving or sensing underpayment

Even though having a high salary does not guarantee contentment, being underpaid can worsen job dissatisfaction. If an employee thinks their pay doesn't match the level of their work performance, they'll feel underappreciated and underpaid and also blame their jobs for monetary difficulties they are facing. Someone may be convinced to quit their current job by a better-paying job opportunity. If your company is unable to increase salaries, you could search for innovative ways to recognize staff members, such as:

✓   goals and profitability-based bonuses

- ✓ reductions for your goods or services among employees
- ✓ flexible working hours/days
- ✓ extended meal periods
- ✓ extra day of leisure

3. Deficient administration

Employee interaction with management may impact the mindset towards the organization. When employees don't trust their managers or don't like the way they are handled, their loyalty to the company starts to erode. As a result, they get dissatisfied with their employment and rebellious attitude or approach is liable to be found. Poor leaders can deteroite the success of your business. When being led, people prefer to obey directions that are clear. Poor guidance and instructions along with confusion are the prime reasons for chaos in the workplace. While, staff members who are inspired by their managers will work harder at their jobs.

4. Limited potential for professional growth

The majority of people have career goals that might include professional growth. Interest in a position will increase if it has some future promise. Employees who perceive their opportunities for development to be stagnant or non-existent, on the other hand, may become dissatisfied with their jobs. Employees may leave right away in quest of better opportunities if they feel stuck. Employees feel motivated when their employer creates a culture of professional growth and success. Learning about each employee's work objectives should be the focus of managers' interactions with their staff. They should participate in developing a plan to accomplish their goals.

5. A lack of choices for training and development

Many individuals deliberately search for employment with a organization that is willing to invest in their employees' professional development. Providing room for growth among workers can motivate them to work harder and be more devoted to the business. If workers are positively driven and ready for career advancement, they may feel more content in their current situation. For instance, you might realize that your business requires more training but that spending a lot of money is impractical.

6. Relationships at work

It is impossible to overstate how important good working connections are for maintaining a happy workforce. A motivated bonded team can make people look forward to going to work even if the task isn't perfect. However, a job that would otherwise be gratifying can be ruined

by a toxic workplace. Co-workers are not meant to be close friends, but they shouldn't be foe either.

7. Work-life harmony

Permanent workers spend half of the day in their working place. everyone needs some genuine amount of personal time and space. Employees may feel frustrated if there isn't a clear gap between their work and personal lives.

2.6 Global Implications

Globalization, a multifaceted occurrence, has wide-ranging effects. Therefore, it should not be surprising that the term "globalization" has come to connote a variety of intensely emotive ideas and has become a hotly debated subject in today's political dialogue. Globalization is considered as force bringing prosperity but we also need to understand it may result in an opposite manner also. However, it is widely acknowledged that the development of significant cross-border financial flows, the growth of FDI, and the ease of international trade have been the primary aspects of globalization. The result was that there was more competition on global marketplaces. It is generally acknowledged that this has been facilitated by new technology, especially in the IT and Communication sectors, as well as national policy decisions to lower trade barriers. These modifications initiated the favourable conditions for the spread of globalization.

Technological changes have provided an extra push to Globalization making it more obvious. The limitation of time and space have been reduced. Moving information, people, products, and capital around the world are now much cheaper and quicker thanks to affordable, instantaneous, and ever-declining global communication. This has greatly improved the viability of commercial transactions all over the world.

- **Knowledge Check 2**

State whether the following statements are true or false:

1. The working condition of a human does not depend that he is doing well for his organisation or not.
2. Persons Behaviour is determined by Personality
3. Employees who are not good at their working place have high attitude..

2.7 Summary

- Highly successful people are aware that in the current environment, they must not only be technically adept but also show.

- Individual behaviour is the capacity of a person to respond to and engage with others generally or when carrying out a specific job.

- A person's attitudes and values determine where they want to go in life in general and in their careers in specific.

- Again, these two factors decide how much job satisfaction an individual can experience.

- The word "learning" is used a lot by many individuals in many different contexts.

- Learning is the process of changing one's mindset over time as a consequence of experience.

- The majority of learning specialists concur that the most crucial learning principle is repetition.

- Learning is regarded as being essential to comprehending how people behave at work in organizations.

2.8 Self-Assessment Questions

1. Since how you are been told to work for longh rather being offered?so?
2. When was the last time you successfully acquired knowledge on your own leisure, and how can you use this knowledge to advance your career?
3. Which particular areas of your job do you have a real interest in learning more about? How do you plan to accomplish this?
4. When was the last time you sought out straightforward criticism from a superior or client? How did you use this information to raise your own success after that?
5. How would you go about acquiring the skills needed if there was no time for a training period for a new job?

2.9 References

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Unit 3

Emotions, Perception & Individual Decision Making

Learning Outcomes:

- Students will learn Basic emotions, basic moods and emotional labour.
- Students will learn about emotional intelligence, OB Application of Emotions & Moods, Global issues and factors influencing perception.
- Students will learn about personal perception, decision-making in an organisation and ethics in decision-making.

Structure:

3.1 Basic Emotions

A Book of Rites, the first-century Chinese encyclopedia, lists seven "feelings of men": ecstasy, rage, sadness, dread, love, disliking, and liking. In this context, the idea of "basic" or "primary" feelings first appears. Paul Ekman identified six of the eight fundamental emotions that Robert Plutchik divided into four pairs of polar opposites in the 20th century. Basic emotions are believed to have been present since the beginning of time, making them "hardwired," with each basic emotion being associated with a unique and special neurological circuit (anger, disgust, fear, happiness, sadness, surprise). Our distant ancestors are believed to have faced ecological challenges that led to the evolution of basic emotions. Basic feelings, also known as "affect programs," are hardwired, pervasive, swift, and automatic, and they produce behaviour that has a high survival value. More complex feelings, like humility or nostalgia, which, for instance, are never ascribed to infants and animals, cannot be discussed in great detail.

According to one idea, basic emotions can be used as concrete component. For instance, revulsion and anger may be combined to form contempt. The theory falls short of explaining why complicated emotions are not shared by infants and animals because many complex feelings cannot be reduced to simpler ones. Instead, it's possible that fundamental emotions and cognitions combine to form complex emotions, with some of these combinations being sufficiently prevalent or significant to warrant naming in language. As a result, frustration may result in rage and the conviction that "nothing can be done." Again, a lot of complicated feelings reject such scrutiny.

Types of Basic Emotions

1. Happiness   2. Sadness   3. Fear
4. Disgust   5. Anger   6. Surprise

1.   Happiness

Out of all the different emotions, people usually strive for happiness the most. An emotional condition that is pleasant and characterised by emotions of fulfilment, joy, and contentment is commonly referred to as happiness. In the field of positive psychology i.e. a sub field of psychology, the research has grown considerably. For instance, popular culture frequently emphasises that acquiring particular things, like home ownership or employment in a well-paying position, will result in happiness. The truth about what really makes people happy is frequently much more nuanced and personalised. People have held this belief for a long time, and study has confirmed it. Happiness has been shown to affect both physical and mental health.

2.   Sadness

Any kind of negative mood or feeling may be described as Sadness. Everyone experiences sadness on occasion, just like other emotions. The various ways to express sadness includes the following:

- weeping
- Dulled attitude
- laziness
- silence
- Social disconnect
- The type of underlying cause, the type or the intensity of sadness may vary, as can how individuals deal with these emotions.

3.   Fear

Fear is a strong feeling that can be necessary for life. You enter the fight-or-flight response when you are in peril and afraid. Your body prepares to either flee from the threat or stand and battle as your muscles tense, your breathing and heart rate quicken and your awareness increases. Some people might be more prone to feeling dread than others, and certain situations or things might make this more probable. Fear is the mental response to a current threat.

4.   Disgust

Disgust is expressed in many ways, that includes: Moving away from the thing of disgust is one example of body language. Other physical responses include vomiting and retching. Facial expressions include wrinkled noses and curled upper lips.

This emotion of disgust can be bring on by a variety of things, such as an unpleasant taste, scent or sight. This feeling, as per researchers, developed in reaction to potentially unsafe or fatal foods.

5.   Anger

Similar to dread, anger can make the body go into fight-or silent mode. You might feel compelled to protect yourself by thwarting the threat if it makes you angry. Even though it's common to associate rage with negative emotions, it can occasionally be constructive. It can be useful in helping you determine what you want from a partnership and can motivate you to take action and deal with problems that are bothering you. However, rage can become a problem when it's excessive or is displayed in such ways that are damaging and unsafe.

6.   Surprise

When something unexpected happens, the surprise is defined by a physiological startle reaction and is normally quite concise. This group can include positive, negative, or indifferent emotions. For instance, while you're walking to your vehicle at night, someone could startle you unfavourably by leaping out from behind a tree. The fight-or-flight response can also be triggered by the feeling of surprise. When people are startled, their bodies sometimes get an adrenaline rush that prepares them for combat or for running. People's actions can be significantly affected by surprise. Studies, for instance, have revealed that people notice unexpected events more than they ought to.

3.2 Basic Moods

There are three main ways that emotions and feelings differ from one another. Firstly as compare to moods, emotions are comparatively short term i.e they last for only few minutes. Secondly, Moods are much general and emotions are more specific. Thirdly, since emotions can be strong sensations like elation, dread, or sadness, they are stronger than moods. On the other hand, you might not be conscious of your mindset until you reflect on your behaviour. Emotions and moods are related. As a consequence, the traits of emotions ought to shed light on the essence of moods.

Whether moods are more likely to generate positive or negative emotions depends on the underlying processes that give rise to those emotions. A person is said to be "in a mood" when certain bodily functions and subconscious situational judgments in the brain combine to produce a particular set of feelings in reaction to a particular set of circumstances. For instance, your positive mood or mindset will reflect the shinier side ofthe situation. More specifically, it will increase your propensity to react to novel situations with positive

emotions if you exhibit some of the physiological indicators of positive emotions. Therefore, feelings can be described using the same brain mechanisms that explain emotions.

3.3 Emotional Labour

Hochschild noted that emotional labour is currently prevalent only in the workplace. Since then, the term "emotional labour" has gained widespread acceptance in our society to state to the unremunerated, frequently undetectable work done by one person to stifle the demands or needs of other people at the workplace, in the social settings, or in private settings. When referring to the societal duties people carry out to appease others, the words "emotional labour" and "emotion work" are frequently used interchangeably. Emotional labour may emerge under various conditions. The list below contains a few of the most typical ones.

1. **Workplace**

Emotional labour at work takes the shape of rules and regulations that are implemented to keep customers satisfied. They stress how important it is for employees to restrain their emotions and keep them to themselves. Below are a few examples of cerebral labour in the workplace:

- The insistence that workers always smile and/or behave upbeat toward customers.
- Avoiding retaliation from customers who behave impolitely or improperly toward employees.
- If an employee responds after receiving unfair or inappropriate treatment, they will be punished.

2. **Partnership**

Emotional labour works differently in private situations. In private settings, people are frequently asked to perform emotional labour in the following ways:

- In a relationship, only one person is expected to manage all housekeeping responsibilities.
- The couple's child or children's requirements should be met by just one person, including childcare.
- It is expected that one individual will start conversations, whether they are about delicate subjects or practical matters.

3. **Using social networks**

If you have ever used social media, you may have come across the phrase "emotional labour." A common response to requests made by one person by another on group forums, in remark

threads, or elsewhere on both private and public profiles is to bring up emotional labour. Here are a few instances:

- When someone is accused of acting in a racist or sexist manner, they insist the complainant provide a specific example of the alleged behaviour.
- If someone wants more information on a topic, they require more detailed knowledge.

3.4 Emotional Intelligence

The capacity to comprehend, regulate, express, analyse, and use emotions when interacting with others in constructive and beneficial ways is known as emotional intelligence (EI). Some experts contend that IQ is not as essential for success in life as emotional intelligence. Understanding, expressing, managing, and using emotions in communication and interpersonal interactions are all aspects of emotional intelligence (EI). The following are some methods for increasing emotional intelligence:

- Being prepared to accept blame and criticism.
- Having the ability to improve after making an error.

Several essential indicators and instances of emotional intelligence include:

- The ability to read others' feelings.
- Knowledge of one's own limitations.
- Self-confidence and acceptance of your own.
- Capcity to adapt modify and a strong sense of inquiry, the capacity to forgive mistakes.
- displaying concern for the feelings of others
- exhibiting empathy and care for other individuals.
- Taking ownership for mistakes
- the ability to hold back one's emotions under pressure.

Typically, these assessments can be classified as either ability tests or self-report tests. Self-report tests are the most common because they are the easiest to administer and grade. Participants respond to statements or questions on such tests by rating their own behaviours. An example response to the statement "I often feel that I understand how others are feeling." would disagree, disagree somewhat, agree, or strongly agree. In contrast, participants in ability exams must respond to scenarios before their abilities are assessed.

3.5   OB Application of Emotions & Moods

Various organisational factors that includes motivation, creativity, decision making and management have an influence over an individual's mood and emotions.

1.   Decision-making - A person's existence and decision-making processes are significantly influenced by their emotions and feelings. Our capacity for problem-solving is enhanced by positive emotions. A person is more likely to make wise choices when they are experiencing positive emotions and attitudes. As a result, optimists have more insightful thoughts.

2.   Creativity - It may also be because they are more adaptable and transparent when they are in good spirits, which may also explain why they are more imaginative and fruitful. Because doing so will enable them to more effectively and efficiently accomplish the goals of the company, managers should make an effort to keep their staff happy.

3.   Motivation - People are motivated to the extent that they expect the desired result of their activities. Employees who are highly motivated are emotionally engaged in their work, which makes them more physically and emotionally involved in the experience of acting to accomplish a goal.

- **Leadership** - Positive feelings are viewed as being shared by leaders as being more effective, and followers who are experiencing happy emotions are more imaginative. Target-oriented managers motivate their staff to be upbeat, cooperative, and motivated, which leads to more enjoyable encounters with clients and colleagues.

- **Work-life satisfaction** - Work-related and private events have an impact on the connection between moods and work-life happiness. A positive attitude can change after a break, but it typically stays positive during your off-work hours. Your emotions might, however, occasionally clash with those of your family members. As a consequence, feelings and job satisfaction are related in ways that can be positive or negative.

- **Customer service** - The emotional state of an employee has an effect on customer care and customer satisfaction. Customers might be able to detect an employee's emotions. When someone smiles at you, laughs at you, or otherwise expresses happiness, you begin to act in the same manner. Customers are, therefore, more apt to respond favourably when employees are happy.. But customers suffer when an employee is irritable or grumpy because of these unpleasant emotions.

- **Knowledge Check 1**

Fill in the Blanks

1. The manager must compare the _____ of each course of action with the anticipated benefits.

2. It is clear that the option that would yield the maximum results with least resources in terms of man, material resource should be chosen.

3. The availability of material, financial, and other means places restrictions on the options available.

4. The process of converting and comprehending one's surroundings is known as _____.

- **Outcome-Based Activity 1**

Is it appropriate to make negative assumptions about others at work? If not, what strategy would be the best?

3.6 Global Issues

During 2020 and the beginning of 2021, 160,000 individuals in 116 countries were polled as part of Gallup's Global Emotions Report, an effort to gauge the mood of the world. According to the study's findings, more people in 2020 reported feeling "stressed, sad, angry, and worried" than at any other time during Gallup's ongoing worldwide tracking. Gallup asserts that while the global epidemic is a significant factor, it is not the only cause. Over the past ten years, the tendency of happiness has been declining.

The survey's findings are as follows:

- Four out of ten adults claimed to have encountered stress or worry.

- Only 29% of people reported having felt physical discomfort.

- A quarter or more of people or more reported feeling depressed (27%) or angry (24%).

- 2020 "officially became the most stressful year in recent history," according to the poll's findings.

- In contrast to previous years, stress levels were noticeably higher for close to 190 million individuals in 2020.

- The world was sadder, angrier, more anxious, and more agitated in 2020 than it had ever been in the previous 15 years.

3.7 Factors Influencing Perception
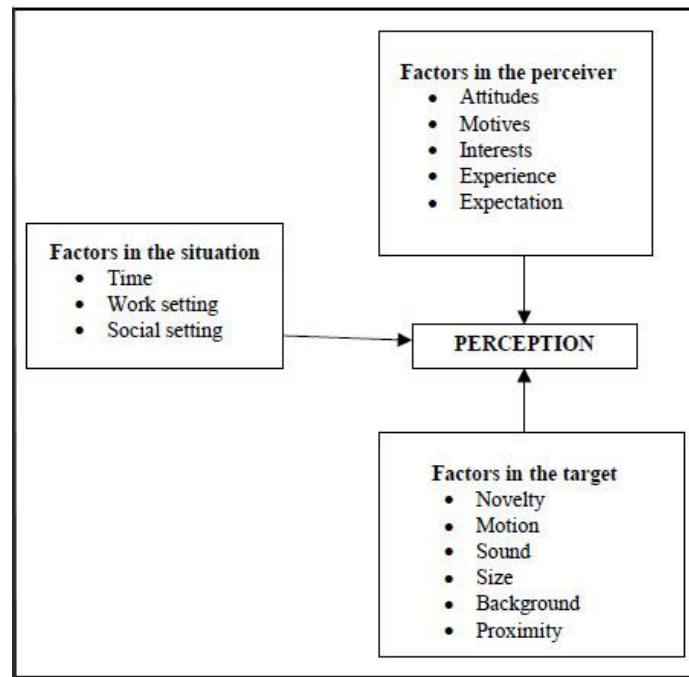
The perceiver's characteristics that influence vision include:

- **Attitudes:** Our attitude is strongly influenced by the information we perceive. Diverse readings are the result of different viewpoints.

- **Motives:** Motives are what motivate people. It fills a gaping need. They significantly affect perception. For example, people who are starving frequently see images of sustenance.

- **Emotions:** An individual's emotional state significantly affects vision. Irritation and anger impair reasoning.

- **Interests:** Hobbies vary greatly from person to person. Interest has an impact on the concentration's path. Diverse views result from individual differences in hobbies.

- **Past experiences:** Past experiences affect where attention is directed. People frequently see objects or experience events they can relate to.

- **Expectations:** Individuals only take into account expectations

The following elements in the target have an impact on perception:

- **Motion, size and sound:** They all manipulate as to how we perceive an object.

- **Background:**According to the surroundings, the perception is influenced.

- **Proximity:** Close objects are more likely to be viewed together due to proximity.

- **Similarity:** Similar things are to be grouped together.

The following situational elements have an impact on perception:

- **Time:** When an item or event is noticed, the perception gets impacted.
- **Work surroundings:** Perceptions are proportional to the work surroundings changes. Stressful job environments, for instance, can modify perception.
- **Social context:** Perception is also directly linked by how society is evolving. For example, a student sporting studs might go unobserved in a club but it'll get noticed if he wears them in the classroom.

3.8 Person Perception

Person perception refers to the tendency to form broad judgments about others. Some types of person perception take place in an indirect manner and entail drawing conclusions about a person from interpretation of their actions or from gossip. Other practices of observing other individual occur more directly and only require an individual see them. Both the ways of observing people gives a solid foundation upon which future judgments and interactions can be built. Person perception has traditionally been used in social psychology to refer to how we perceive other people and how that causes us to make assessments of their characteristics and personalities. What kind of perception is a person apt to have after learning that Bill kicked a dog? Early studies into these perceptions were heavily influenced by attribution theory. Although people are prone to internal attributions, Fritz Heider argued that they are also capable of attributing other people's actions to either internal (personality, dispositions, etc.) or external (situational limitations) factors. These foundational discoveries significantly influenced decades of research and provided an essential framework for two interconnected theories in particular. The covariation model developed by Harold Kelley, for instance, explains how people can infer others' attitudes from the context of simple witnessed behaviours. Similar reasoning can be found in Edward E. Jones and Keith Davis' correspondent inferences theory, which explains why people assume that behaviour reveals personality. Early research in this area, therefore, focused on how and when people deduce traits from behaviour.

3.9 Decision-making in Organization

Executing decisions is a basic responsibility of management. The management has the main accountability for it. It demonstrates the achievement or breakdown of management or the company, that majorly rely on the calibre of decisions. The "heart" of the executive

responsibilities in a company is the managerial role in decision-making. Organisations today must make numerous decisions every day, or the choices they make have a significant impact on how well they run. The choices affect as the whole company will operate in terms of image, revenue, and customer support. It's crucial because selecting smartly at the right time can significantly increase an organisation's chances of success, while choosing poorly can significantly decrease those chances. The growth of true decision-making abilities will significantly improve organisational administration. This will only be possible once good; high-quality decision-making is ingrained throughout the entire company.

Managers at all levels make decisions within the company to aid in the achievement of those goals. Making choices is one of a manager's most important responsibilities in a business. It is an important management decision. Whereas, choosing wisely can lead to financial success. Making the incorrect choice can result in significant financial loss. One cannot exaggerate how crucial it is to choose wisely. As a result, when selecting a plan of action, all the factors impacting decision-making must be taken into account. When decisions are made correctly, they give the company an opportunity to reassemble and restart itself in order to achieve a better "fit." One poor choice can have a significant negative impact on the companys performance, bring about corporate embarrassment, and result in significant monetary losses. Good choices, whereas, are ones that positively impact on the organisation's ability to remain competitive, align internal processes with the outside world, and overcome threats and obstacles.

3.10 Ethics in Decision Making

Ethics decisions must be limited to deeds and words when made in a professional or group setting. Although thoughts cannot be known, excellent deeds and polite speech can be judged. Ideas and convictions is limited to choices that are part of individual decision-making in light of our differences, such as I want to help and benefit my customer versus I want their money without regard to what is right, personal gain at the expense of someone else's reputation, etc. Once more, the individual is in charge of inspiration and concepts. As a result, there will be restrictions on how appropriate ethical behaviour is assessed. For each result, the following choices are available:

- A good deed and a good incentive
- Good behaviour with bad goals, poor performance with good intentions, and improper behaviour with improper motivation.

Because it is challenging to ascertain real motivation, ethics assessments will always be constrained to a focus on action or outcome.

Make sure that the critical focusing decisions (the ones highlighted in green) have been made and are in place before discussing ethics in decision-making in business or other big organisations or groups. (such as the government). To provide the objectives/requirements that will be used to generate and constrain the criteria used in the network of business decisions, the business decision for fundamental values, in particular, needs to be in place. The focus choice could have a direct impact on company conduct and moral decision-making across the network of commercial choices. (the decisions in blue). The choice of the business goal and the code of conduct is another connected decision that will add compliance requirements to decisions made across the business decision network.

Examples of strategy that makes sure that the organisation's choices are made with appropriate moral considerations:

- Compliance: It follows the principles and standards of the organisation? Is it compliant with (should go beyond) regulatory requirements?
- Promote good and reduce harm – Which option will help the most number of people while posing the least risks of harm?
  Which option offers the most accountable course of action? Are our obligations as decent corporate citizens guaranteed by the solution?
- Respect and upholds rights – Does the choice have a bad effect on the rights of a person or an organisation?

- **Knowledge Check 2**

True/ False

1. Our secondary means of understanding both our environment and ourselves is perception.
2. The process of extracting information about another individual is known as social perception.
3. Indirectly related to social awareness is how one person sees other people.
4. Cognitive complexity enables a person to pay attention to multiple qualities of another person instead of focusing on just a few.

- **Outcome-Based Activity 2**

How can you determine whether an employee who challenges a senior choice is loyal?

3.11   Summary

- Our main means of understanding both our environment and ourselves is perception.
- The procedure by which people organise and analyse their sensory impressions to give their surroundings meaning can be referred to as perception.
- Our main means of understanding both our environment and ourselves is perception.
- The process of interpreting the information about another individual is known as social perception.
- How one person sees other people is directly related to social perception.
- Attitudes of the perceiver influence vision.
- The flow of interpreting and comprehending one's surroundings is called perception.
- It consists of four steps: observation, selection, organisation, and interpretation. It is a complicated psychological procedure.

3.12 Self-Assessment Questions

1.   What do you understand by perception.
2.   Discuss the impact of discrimination on perception?
3.   Describe the attribution theory. What does it mean when it comes to describing organisational behaviour?
4.   What elements, in your opinion, could lead to the basic attribution mistake?
5.   What Is Stereotyping?

3.13 References

- Aquinas PG, Organisational Behaviour, Excel Books.
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Unit-4

Personality & Values

Learning Outcomes:

- Students will learn about personality.
- Students will learn about the Myers-Briggs Type Indicator and the importance of values.
- Students will learn about "types of values, values across cultures and a Self-Assessment test on personality".

Structure

4.1 Personality

"personality" is derived from the "Greek word" "persona" which defines "to speak through". A person's character comprises of a variety of features or qualities that constitutes their unique personality. It refers to the role that a person demonstrates in front of others. Every being has a distinct, essential behaviour-defining characteristic that makes them who they are. Two key characteristics primarily impact personality traits:

- 'Inherited characteristics'
- 'Learned characteristics"

Inherited Characteristics

"Inherited characteristics' are traits or physical description that a person carries hereditically. It possesses the following qualities:

- A person's race and faith
- Their eye colour
- Their snout's shape
- Their earlobes' shape

Learned Characteristics

Nobody is born with all the knowledge. The traits that a person learns from others and their surroundings through observation, practice, and practice are known as learned characteristics. Traits are examples of well-read characteristics:

• "Perception" refers to the option of sanity, feel, and sound.

• The concept of "values" refers to how people view situations and make judgments.

• Personality refers to a person's thought, emotion, comprehension, and behavior patterns.

• Thoughts are the means for understanding both types of attitudes.

Traits of Personality

The permanent characteristics that characterize a person's behavior are known as personality traits. An unusual quality of an individual is their personality. Each individual fits into at least one of the five major types of personalities identified by psychologists. The best five are as follows.

- Extrovert
- Neurotic
- Open
- Agreeable

- Conscientious

The top five psychological traits that affect OB are as follows. −

- **Center of Control**

The hub of power is the core of an individual's moral code. There are two separate aspects of every person: their internals and externals. As opposed to those who identify as externals, who believe that other forces are in command of their lives, internals feel that they are in control of their own destiny. They also want to manage the environment. Therefore, those who work in industries requiring in-depth information analysis, independent judgment, and action tend to be internals. However, externals perform well in routine, structured tasks because they are more obedient and willing to obey.

- **Machiavellianism**

Machiavellianism is characterized by feasibility, emotional distance, and the idea that ends excuse means. Machiavellians are master manipulators who constantly seek to win. The qualities that define a high-mach individual are as follows:

✓ Direct communication is preferred over an indirect speech by High-Machs.

✓ High-Machs frequently create as opposed to always abiding by the law.

✓ High-Machs get distracted by sentimental details that have no impact on the outcome of an undertaking.

- **Self-esteem**

It increases one's degree of self-loathing or disdain. There is an adverse relationship between job satisfaction and aspirations for success and self-esteem. Individuals who have a high sense of self-worth believe they are capable of succeeding. They consistently select the more difficult assignments. But people who don't think well of themselves are more likely to get distracted by other factors. Because of this, individuals are more prone to copy the behaviors and attitudes of people they admire and to look for validation from others.

- **Self-monitoring**

The capacity to control one's behavior in response to social circumstances is known as self-monitoring. Individuals with strong self-monitoring abilities immediately alter their behavior in response to outside stimuli. Owing to their impetuous inclinations, individuals may exhibit public personas that are entirely dissimilar from their true selves. On the other hand, people who are not proficient in self-monitoring cannot protect themselves. They never waver in

their commitment to themselves, no matter what. Their guiding concept is what you see is what you get.

Taking risks

Managers are trained of taking risks. However, each manager work differently and has own style of taking risks. hence, it is essential to comprehend these variations and match a propensity for taking risks with sensible job requirements.

In a company, there are different personality types that can control how others behave. Here are a few prevalent behavioural types:

1.   **Extrovert personality:** The extroverted personality is outgoing and fast to build relationships with others. Gregarious and showing a high degree of social engagement, extroverts are gregarious. They appreciate interacting with others and prefer the company of big groups. Extroverts are engaged and frequently participate in a variety of activities.

2.   **Agreeable personality:** A person with an agreeable personality is able to work well with others by setting aside their own needs and getting along with others. These individuals rely on the goodness, character, and skills of others and place their trust in them. The agreeable personality frequently feels the need to assist others and finds satisfaction in doing so.

3.   **"Conscientious personality":** Conscientious individuals have a positive outlook and believe they are capable of achieving their objectives. They might be overachievers who strive to appear prosperous.

4.   **"Cautious personality":** People with a cautious disposition will consider all options before moving or making decisions, in contrast to those who are not as circumspect.

5.   **"Self-conscious personality":** Self-conscious individuals are extremely perceptive of what others are saying and thinking about them. While those who are less self-conscious are unconcerned about being evaluated by others, those who are more self-conscious find criticism and rejection to be painful.

6.   **"Adventurous personality":** Individuals with an adventurous disposition enjoy trying new things and despise the mundane. While those who are less adventurous may have traditional values and favour security over adventure, they may be unafraid to question authority and conventions. People with an adventurous disposition may be more willing to take risks and enjoy having power.

4.2 Myers-Briggs Type Indicator The Big Five Personality Model

Jung's theories on personality type gave rise to the Myers-Briggs Type Indicator (MBTI). Katherine Briggs initiated the development of the MBTI in the early 1900s. Initially, Briggs wanted to create a test that would reveal children's identities. In this manner, educational programs could be created taking into account the strengths and weaknesses of every single child. After her daughter Isabel left for college, Briggs began perusing Jung's book Psychological Types. She even wrote to the foremost psychologist to inquire about the details of his theories. To help people comprehend their type and make the most of that knowledge, Briggs aimed to use Jung's theories. Isabel Briggs Myers began her own research on personality type after learning about it from her mother. She started developing the MBTI at the start of the 1940s. Her mission was to assist people in discovering the careers best matched to their personality types. The exam was first made available by the Educational Testing Service in 1957, but it was quickly discontinued after a negative internal review. The test then became famous after Consulting Psychologists Press purchased it in 1975. Every year, over 2 million American adults take the MBTI personality test, and over 88 per cent of Fortune 500 businesses, according to The Myers-Briggs Company, use the results to assess the personalities of their staff.

According to the MBTI, people are classified into one of 16 personality types. These categories originate from two groups in each of the four dimensions. Participants are divided into one category in each dimension of the exam based on their responses to a series of either/or questions. Personality types are created by combining the four characteristics. The MBTI was created to help people better understand who they are and how that affects their preferences in various spheres of life, including employment and relationships. Since no one of the 16 personality types revealed by the exam is superior to another, they are all regarded as being equal.

Three of the MBTI's dimensions were taken directly from Jung's writings, while Briggs and Myers introduced a fourth. These four parameters are:

Comparing extraversion (E) and introversion (I). According to Jung, this dimension represents a person's mindset. While extraverts are outward-looking and focused on the outside world, introverts are inward-looking and focused on their own interior processes. In each dimension's group.

Intuition (I) versus Sensing (S). This element focuses on how people interpret information. Sensitive people are drawn to the actual world. They enjoy learning and focusing on details

with their senses. The appeal of impressions is greater for intuitive individuals. They tend to think vaguely and enjoy speculating.

Comparing thinking(T) and feeling (F). To determine how one responds to the information they have ingested, this dimension relies on the sensing and intuition functions. Those who place a strong emphasis on thinking base their choices on logic, facts, and data. In contrast, those who place a strong emphasis on feelings base their choices on people and their emotions.

Comparing judging (J) and perception (P). This final factor was introduced to the "MBTI by Briggs and Myers to determine whether a person tends to make rational or irrational decisions when interacting with the outside world. While a judging person relies on structure and makes firm choices, a perceiving person is flexible and open".

16 distinct personality traits. Based on the four characteristics, there are 16 different personality types, each of which is intended to be distinct. Each variation is identified by a four-letter code. While an ISTJ is introverted, detecting, thinking, and evaluating, an ENFP is extraverted, intuitive, feeling, and perceiving. The MBTI categories that a person falls into are believed to dominate their mentality, and one's type is believed to be unchangeable.

4.3 Importance of values

Your values have an impact on your views, actions, and thoughts. They encourage honesty and proper conduct in a variety of social settings. Because they are not situation-specific, they are different from short-term or long-term goals. Although you might not always be mindful of your values, knowing what they are can help you make the best choices for yourself. Knowing your principles can make it easier to find employment opportunities that most closely align with your deeply held beliefs. You may feel more self-assured in auditions as a result. The advantages of identifying your beliefs include the following:

1.   Values can help with your issue-problem-solving and judgment abilities

You may be better able to handle stressful situations that occasionally affect your capacity to solve problems and make choices if you have an understanding of the things you value most. When faced with a difficult decision, think about how you can draw on your principles. It may be tempting to respond to a circumstance quickly, but taking a moment to consider your values can help you make the most sensible decision that truly reflects your values.For instance, if you place a high value on selflessness and come across someone in need, assisting them can make you feel good about yourself because you are able to show your selflessness in action.

2.   Your values can assist you in identifying what's most crucial.

You may better focus on what important to you and eliminate things from your life that don't make sense to you or don't correctly represent who you are and what you want to become by taking the time to explore your inner self. By compiling a list of the things that are most important to you and paying closer attention to the decisions you make on a daily basis, you may ascertain what these things are.

3.   Your sense of self-worth can grow as a result of your values.

Your ability to perform at your best during job applications and once you land the job is aided by your level of confidence. The likelihood that you will make the correct choices increases when you are aware of who you are and what you believe. Your capacity to handle complex problems and get past challenges others may put in your path at work or during interviews can be improved by having self-confidence. Additionally, it can support more natural interactions between you and those around you, such as classmates, co-workers, and superiors.

4.   Your career decisions can be improved by your values.

You're likely to make a lot of decisions throughout your job, all of which could have a different effect on both your personal and professional lives. Knowing your values can help you make better decisions at work, choose the job you really want, and make the transition to that career easier if you decide to take on a completely different role. You may determine a career in freelancing, or entrepreneurship is best for you if you value independence highly. If lifelong learning is one of your core beliefs, you may choose to pursue a job in academia.

- **Knowledge Check 1**

Fill in the Blanks:

1.   _____ proposed a novel theory of personality that includes the id, ego, and superego.

2.   The logical, sensible, and practical aspect of the personality is the _____.

3.   _____ allows us to keep our self-esteem intact by preventing us from acknowledging our undesirable traits, but it severely distorts how we see the outside world.

4.   A personal trait that is used to define and clarify identity is a _____.

- **Outcome-Based Activity 1**

Explain, using examples, how environmental variables affect human personality.

4.4 Types of values

Value classification has always been challenging because values are interconnected, and there is no set method to categorize them. These are a few of the crucial numbers.

1. **Personal Values:** Both in terms of ownership and use, something is personal to an individual. Regardless of his societal relationships, the individual cherishes and desires them. These principles enable one to do well by oneself. Examples include aspiration, orderliness, and restraint.

2. **Family Values:** The foundation of the family as a social institution is a set of widely recognized values that are fostered and developed within a family system. These values primarily originate from the head of the family, usually the father, who passes them on to their offspring, who then pass them on to succeeding generations.

3. **Social Values** -Social values are specific behaviours and viewpoints that are held in common by particular social and cultural groups. These ideals are beneficial to society and serve as the cornerstone of a person's interactions with other members of the community. Among them are decency, altruism, social responsibility, etc.

4. **Moral values:** These attitudes and behaviours are what a community considers to be necessary for peace, order, and overall well-being. It allows someone to distinguish between good and bad, right and wrong, etc. Fairness, justice, human respect, etc., are some examples.

5. **Ethical Values** - A collection of moral guidelines that are relevant to a particular population, line of work, or mode of behaviour are known as ethical values. These ideals demand moral fortitude and the ability to follow one's moral principles even when doing so puts one's finances, mental stability, or social security at risk. These have to do with how we interact with other people on an intimate level. Ethical standards encompass all moral principles as well.

6. **Spiritual Values** – Spiritual values are the act of contemplating life's non-material aspects and learning from one's own experiences. They have an impact on a person's relationships with themselves and are preoccupied with a person realizing their self and uniting with divinity. Examples include kindness, truth, and beauty.

7. **Cultural Values** - Cultural values are the norms that determine what is right or wrong, essential or unimportant, in a society. It emphasizes the need to protect cultural

customs, rituals, and traditions that the materialistic culture of the contemporary era may threaten. Examples include civility, societal order, and tolerance, among others.

8. **Trans-cultural values** – Transcultural values are those that are shared by all cultures in the world and are demonstrated in comparable ways. Since they are shared by all cultures, these can be categorized as universal principles.

9. **Intrinsic Values:** They are goals in and of themselves, not just a means to an end. These values are at the top of the hierarchy of human values and are better than all other principles of living. Examples include virtue, beauty, joy, and bliss.

10. **Instrumental Values** – Values that are helpful in gaining some other benefit, such as financial gain or a rise in status, are referred to as instrumental values. When a topic is pursued purposes other than its own, it is said to have instrumental value. Examples include education for career achievement, political influence for charitable work, etc.

11. **Aesthetic Principles**: It aims to imitate the divine's loveliness through the arts. Aesthetic ideals are those things and actions that bring pleasure from beauty. Examples include elegance, good taste, and design.

12. **Democratic values:** These values are defined by respect for each person's uniqueness, equality for all, ensuring that everyone has access to the same social, political, and religious freedoms, objectivity and social justice, and reverence for democratic institutions.

13. **Dis-Value:** Values that undermine and demoralize human progress can be referred to as dis-value. This involves retaliation, envy, and jealousy.

4.5 Values across cultures (Global Implications)

1. **Power Distance** - Power Distance is the level of acceptance of unequal power distribution in organizations and society. High power distance individuals frequently tolerate unequal power distribution. People who have comparatively little power distance favour an equal distribution of power. India is an example of a low-power-distance culture that practices democratic governance, while a high-power-distance culture practices authoritarian governance. (For e.g., Gulf countries).

2. **Collectivism vs. Individualism:** In contrast to collectivism, which favours group goals over individual goals, individualism refers to the degree to which people value individual goals over group goals (for instance, western democracy - Rights over Duty). (Duty over Rights).

3. **Masculinity vs. Femininity:** In contrast to femininity, which holds that there should be no distinction between men's and women's responsibilities, masculinity is the degree to

which society supports traditional masculine dominance over privilege and power (such as the Afghan Taliban).

4.   **Long-term vs. short-term orientation** – In contrast to long-term orientation, which is a national value that emphasizes the future, saving, and perseverance, short-term orientation puts more emphasis on the past and the present. (for example, the value of sustainable development).

5.   **Indulgence vs. restraint:** Indulgence is the degree to which people prefer to benefit from life, have fun, and satisfy their usual desires .whereas restraint is the degree to which a person's ability to satisfy their needs, satisfy their desires, and behave in a way that is consistent with social norms or spiritual values. (Spiritual way of life).

4.6 Self-Assessment test on personality

You should first In order to determine what kinds of professions are interesting and might be a good fit, consider your values, interests, talents, and preferences. Numerous self-assessment instruments are available to facilitate this process. Some of these can be self-administered for free or for a little price, while others need to be administered by a licensed counselor who can help you interpret the results. You will gain a deeper understanding of who you are and be more equipped to articulate your priorities, narrow down your job search, and weigh your options with the knowledge these tools provide. They won't, however, advise you on the ideal kind of work or career for you.

Tools for Self-Assessment

- The Myers-Briggs Test is one of many free online personality assessments available at HumanMetrics and www.16personalities.com. It is a questionnaire that describes your favoured method of interaction.

- Another personality test is the Strong Interest Inventory, which compares effective in a variety of occupations. The analysis is typically expensive, but you can find free versions online. (keep in mind that you often get what you pay for)

- A job counselling tool called the job Beliefs Inventory can help people recognize and change their attitudes about choosing a profession.

- "Values Assessment" (free) - The Values Test can help you understand your underlying requirements and motivations for work and can assist you in determining what is significant to you in a position of employment.

- Kiersey Temperament Sorter – A free mini-report called the Kiersey Temperament Sorter gives you a thorough overview of your personality type and fundamental traits, as well as suggestions for potential jobs and work environments. A more thorough job occupation report is chargeable.

- **Knowledge Check 2**

State whether the following statements are true or false:

1. When a psychologist speaks about a person's personality, they are referring to a dynamic concept that characterizes the growth and development of their complete psychological system.

2. The etymological history of the term "personality" is fascinating.

3. Animal studies have demonstrated that both bodily and psychological traits can be passed down through the generations.

4. Although usually reliable and steady, a individuals traits can alter depending on the circumstances.

- **Outcome-Based Activity 2**

How would you, as a manager of HR, handle a worker who, as a result of his cultural heritage, has an independent and aggressive work attitude and outperforms the other employees who put in just as much effort but lack that enthusiasm?

4.7 Summary

- A person's observable personality traits are most frequently used to characterize this.

- The most significant factor in determining an individual's degree of effectiveness is personality.

- The mentality not only grows, but also alters in response to different circumstances.

- A feeling, thought, or action is called an emotion, which is a mental and physiological state.

  • Emotions are events that are subjective, or witnessed from a person's perspective.
  •They are frequently linked to mood, temperament, personality, and disposition.

- At least as far back as the Ancient Greek Stoics, Plato, and Aristotle, there have been theories about feelings.

- The writings of philosophers like Descartes, Spinoza, and David Hume also contain sophisticated ideas.

- Recent developments in empirical study frequently influence later theories of emotions.
- Many times, ideas are not mutually exclusive, and many researchers use a variety of viewpoints in their work.

4.8   Self-Assessment

1. Define "personality".
2. Why is "personality" research crucial for managers?
3. Outline five theories of traits and how they each advance our understanding of personality.
4. What is a thorough explanation of personality? Briefly describe each of the key components.
5. What are the different biochemical components that contribute to personality?

4.9   References

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Unit 5

Motivation

Learning Outcomes:

- Students will learn the concept of motivation and its application.
- Students will also learn different types of theories of motivation.
- Students will understand about rewards to motivate employees.

Structure

5.1 Brief on theories of motivation & concepts and application

5.2 theories of motivation- Maslow's Hierarchy of Needs

5.3 Theory X and Theory Y

5.4 Two-Factor Theory

5.5 McClelland's Theory of Needs

5.6 Contemporary theories- ERG theory

5.7 Self-efficacy theory

- Knowledge Check 1
- Outcome-Based Activity 1

5.8 Equity theory

5.9 Cognitive Evaluation Theory

5.10 Goal setting theory

5.11 Expectancy theory

5.12 Job characteristics model

5.13 Rewards to motivate employees

- Knowledge Check 2
- Outcome-Based Activity 2

5.14 Summary

5.15 Self-Assessment Questions

5.16 References / Reference Reading

5.1 Brief on theories of motivation & concepts and application

organization employees and staff be able to use motivational theories to decide the finest method to entire a expert task or job toward an outcome. To identify the factors that affect a person's motivation, Mental phenonomist and organization experts develop enthusiasm theories. These theories also wrap how to apply them to increase performance within a corporation. Many belongings inspire workers to strive toward their own goals as well as those of the company. It might be compulsory to instigate qualified individuals to perform every time at their highest level. enthused workers are more likely to perform better at work than unmotivated employees because they derive satisfaction from their professional involvement. Ideas for motivation are used by managers to boost output, revenue, employee happiness, and retention rates. Continuous motivation is a process. A motivation theory seeks to understand what spurs individuals to work toward an objective or result. Managers and organizations can accept and put to use the motivational theories that are effective for them in order to create a workforce that is consistently fruitful. It is possible to use cognitive, process-based, and content-based motivational reasons. While content theories outline the requirements that can inspire individuals, procedure theories portray how drive occurs. "Cognitive" theories examine the effects of a person's environment and views on motivation. Teachers can use these concepts to motivate their pupils, and sports coaches can use them to improve the performance of their athletes.

For instance, motivation can help you lose extra weight or motivate you to get that raise at work. "Extrinsic or intrinsic enthusiasm are the two main types of motivation that are frequently differentiated"

Extrinsic incentive derives from exterior of the person with frequently involves material plunder like medals, capital, accolades, or communal acceptance.

- When somebody is enthused purely by the agreement of solving a problem, as Someone did hard task engima, this is an illustration of essential enthusiasm.

According to research, the three major components of the drive are commencement, determination, and force.

- determination is the skill to keep going after a task in the face of obstacles. Persistence can be demonstrated by attending psychology class despite feeling fatigued from a late night the night before.

- Intensity can be seen in the focus and zeal with which one pursues a goal. Another student may carefully study, participate in class discussions, whereas one student may put forth little effort (minimal intensity). (greater intensity).

5.2 "Early theories of motivation- Maslow's Hierarchy of Needs"

In 1943, "humanistic psychologist Abraham Maslow proposed the Maslow order of needs. He presented this theory" in an article titled "A Theory of Human Motivation" that was published in Psychological Review. Later, he added the study of human conduct to further develop the concept. In addition to providing a parallel justification for many other theories of human psychological development, the theory stresses the stages that foster human growth. Maslow bases his theory on physiological ideas like self-actualization, self-transcendence, respect, belongingness, safety, and physiological needs. The biological and humanistic theories of human identity are also included in this theory. Numerous biological variables have an impact on human personality. Maslow's theory and biological factors are related, which serves to explain the humanistic theory's component and the biological components of personality.

Physiological needs- "Simple physiological needs include having access to air, water, food, clothing, and refuge. In other words, a person's physiological needs are their fundamental wants" for amenities.

Safety needs- Securing emotional, physical, and natural safety and security are all requirements for safety. Think about the safety of your work, your assets, your family

communal needs- Friendship, love, and other human connection-related feelings are examples of communal needs.

respect needs- "Esteem needs can be divided into two categories: internal (self-respect, confidence, competence, success, and freedom) and external"

"Self-actualization need- This includes the desire to reach your full potential and become everything you are capable of becoming. It covers the need for development and satisfaction with oneself. Additionally, it encompasses the drive to learn more, volunteerism, creativity, and aesthetic sensibility". The need for self-actualization can never be completely satisfied. Opportunities to progress psychologically keep appearing as a person develops.

According to Maslow's theory, individuals are motivated by needs. These needs are physiological needs ,safety needs,social needs,Esteem needs,self actualization needs.

Workers should be paid a reasonable salary by managers for necessities of life and satisfy their physiological needs. The management should organize social events and encourage teamwork in order to meet social requirements. Managers can express gratitude and offer incentives for reaching objectives in order to satisfy the needs of their employees regarding respect. The management may decide to offer the deserving employee a promotion or a better place within the business.
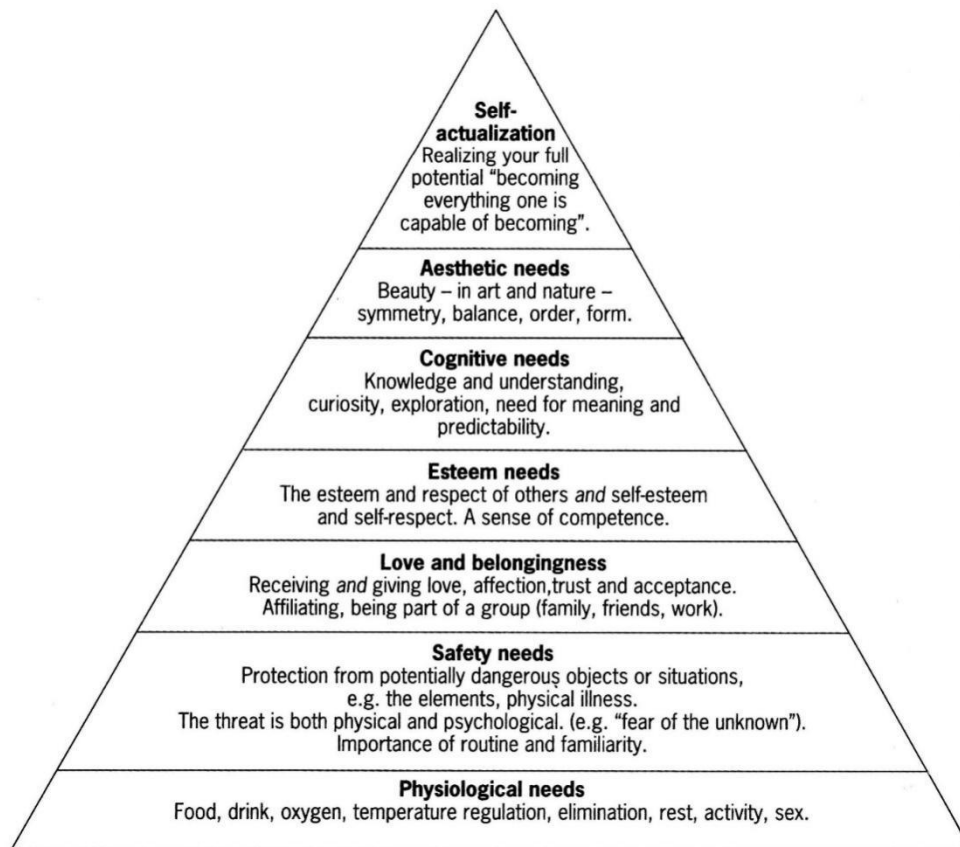
5.3 Theory X and Theory Y

"In 1960, Douglas McGregor developed McGregor's Theory X and Theory Y organization and management theory, which represented two divergent perspectives on how individuals ought to be viewed at work. He referred to these two points of view as Theory X and Theory Y. Douglas McGregor came to the conclusion that the leadership style is determined by the manager's view on people".

In "Theory X, Douglas McGregor summarizes the traditional view of management in a number of defining assumptions, the three major ones being the hierarchical principle, strict supervision, and As opposed to Theory X, Douglas McGregor grounds Theory Y on the idea that every individual has different needs, Theory Y management holds that people have a

natural desire to accomplish objectives, advance professionally, take an active role in decision-making, and enjoy their work. "McGregor's hypothesis is based on motivation theory". The highest reward for employees is self-actualization, and the drive that propels people toward self-actualization enables them to realize their maximum potential. It is not essential to use a method that combines rewards and penalties. People are willing to take responsibility for all of their deeds. People prefer to use their creativity and ingenuity when solving issues.

5.4 Two-Factor Theory

In contrast to the need hierarchy method for motivation, Fredrick Herzberg looked at the experiences that met or didn't meet people's needs at work. The "two-factor theory" is the name given to this need motivation theory. Two hundred engineers and accountants from Western Pennsylvania were a part of Herzberg's initial study from the 1950s. This suggested that removing something that caused work satisfaction would also remove something that caused job dissatisfaction, and removing something that caused both would remove both."Based on formless interviews with 200 engineers and accountants", Herzberg came to the conclusion that this notion of job happiness was flawed and that satisfaction and discontent were really abstractly **Hygiene Factors**

According to Frederick Herzberg's theory, there are some elements that are necessary to keep workers satisfied but do not motivate them. These consist of favourable working circumstances, considerate human relations abilities, and a salary and benefits package that are satisfactory to the employee. Employee dissatisfaction will result if any of these hygiene elements are missing. They are additionally known as maintenance variables.

When the hygiene elements are either absent or insufficient, job dissatisfaction results. The initial study's hygiene factors included workplace administration and policy, technical supervision, relationships with one's supervisor on a personal level, working conditions, pay, and prestige. These elements may be regarded as supporting elements because they pertain to the environment of the job.

Motivating Factors

The end result of motivation such as acknowledgment, success, or individual development, and that provide helpful satisfaction. Examples include difficult work, recognition, and responsibility.

Herzberg asserts that adding motivational elements to work leads to job satisfaction. Job enrichment is the name given to this procedure. Responsibility, accomplishment, recognition,

advancement, and the job itself were listed as the motivation factors in the initial research. These elements have to do with the duties of the employee and what the employee actually does while working. When these factors are present, they contribute to superior performance and effort on the side of job incumbents.

Traditional View

Satisfaction	Dissatisfaction

Herzberg's View

Motivators

Satisfaction	No Satisfaction

Hygiene Factors

No dissatisfaction	Dissatisfaction
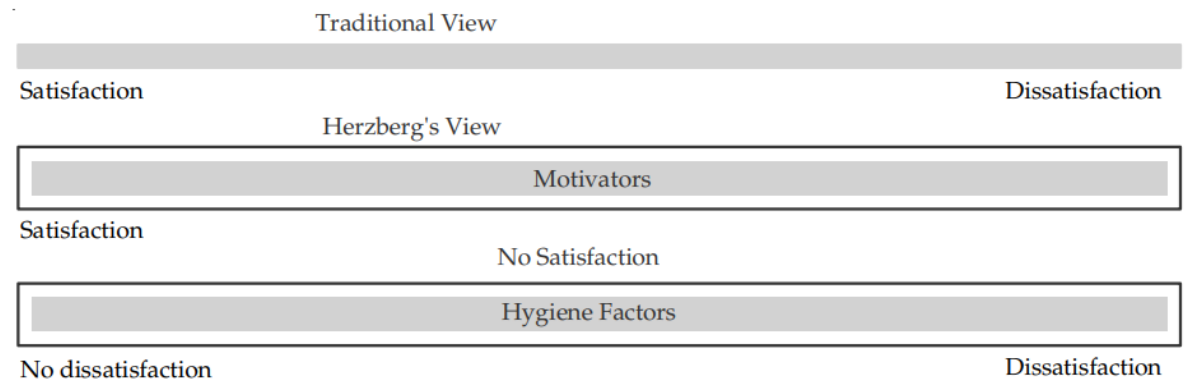
5.5 McClelland's Theory of Needs

A different viewpoint, the "acquired needs" theory, is offered by psychologist David C. McClelland. It contends that our needs are taught or acquired based on our life experiences, in contrast to "the hierarchy of needs theory and ERG theory", which see some needs as inherent parts of our makeup. Even though these needs typically result from a variety of circumstances to which we are subjected, occasionally, a particular event can have a significant impact on our desires.

Murray created the Thematic Apperception Test in the late 1930s. (TAT). The subjects were instructed to create a dramatic story for each of the twenty images after viewing them. Murray claimed that concerning twenty fundamental being wants that drove actions could be recognized based on the findings. Power, affiliation, and achievement were three of these requirements that McClelland and his colleagues thoroughly investigated over the course of more than three decades beginning in the 1950s. which asks test-takers to compose narratives about intentionally ambiguous pictures, to gauge these needs.

Each person holds all three needs, according to m. McClelland, but each person differs in the extent to which each motive rules their behaviour. These are the stated motives:

1. **Need for power (nPow):** The dominant person who exhibits this need finds pleasure in having control over others. The high nPow person places less importance on actually achieving desired objectives than they do on the methods by which they are accomplished (the use of power)

2. **Need for affiliation (nAff):** People who have this need as their primary motivation enjoy engaging in social and related activities. Strong interpersonal bonds must be established in order to "get close" to people mentally. High nAff people will choose their friends over technically competent people if given a choice between the two when working on a job.

3. **Need for success):** People with a high need for success find satisfaction in achieving their objectives. The sense of successfully completing a job is significant to typically choose activities that fall somewhere between moderately simple and moderately difficult. Additionally, they favour working alone so that their efforts, rather than those of others, can be linked to successful job performance (or failure).

5.6 Contemporary theories- ERG theory

"The ERG hypothesis was created by American psychologist Clayton Alderfer between 1961 and 1978. Maslow's hierarchy of needs serves as the foundation for the motivational paradigm known as the ERG theory. The ERG theory is based on the essential needs of groups' existence, relatedness, and development. The ERG hypothesis was created by American psychologist Clayton Alderfer between 1961 and 1978. Maslow's hierarchy of needs, which Alderfer improved over the period of seventeen years in accordance with empirical research on motivation, is the foundation of the ERG theory". After his research was finished, Alderfer condensed Maslow's five-level version into a three-level hierarchy.

Existence needs-Among them is the requirement for the most basic products. It essentially include a person's physiological and physical protection needs.

Relatedness needs – these include the family and friend relationship as well as to gain notoriety and respect from the general public. Both the external component of esteem needs and Maslow's social needs are included in this group of prerequisites.

Growth needs- Personal development and self-improvement are requirements for success. Maslow's needs for intrinsic esteem and self-actualization are included in this set of prerequisites.

The hierarchy of needs and the ERG theory are different in several respects.

1)   There is no strict progression from one stage to the next in the ERG model. Instead, it acknowledges the possibility that just one of the higher levels, or all three levels, could be active at any given moment.

2)   It implies that a person will revert to the basic needs and then progress once more if they are repeatedly unable to satisfy upper-level needs. For instance, if employees can't get

the emotional support or acknowledgement they need at work (relatedness needs), they might demand more money or better health insurance as compensation for the other needs being unmet.

3)   The model suggests that, in addition to being limitless, growth needs are also genuinely awoken each time some level of satisfaction is attained. Therefore, the ERG model predicts that a satisfied need may actually increase its strength, contrary to Maslow's theory that a satisfied need no longer drives us. For instance, if a job offers a lot of challenge and creativity, our need for development may grow stronger, motivating us to seek out greater challenges at work.

5.7 Self-efficacy theory

Self-efficacy is the conviction we have in our own abilities, particularly our ability to overcome obstacles and successfully finish a task. While broad self-efficacy refers to our basic conviction that we can succeed, there are numerous additional, far more focused types of self-efficacy as well. (e.g., athletics, parenthood, and academia). While self-efficacy and our sense of significance as humans are linked, there is one important difference at least.

Self-efficacy vs. self-esteem

Self-esteem is understood to be a sort of all-inclusive or general perception of one's value or worth. Unlike self-esteem, which is more focused on "being," self-efficacy is more preoccupied with "doing." (e.g., feeling that you are completely acceptable just the way you are). (e.g., feeling that you are up to a challenge). A person's sense of total value or worth can be increased by both having a high sense of self-worth and a high sense of self-efficacy, but the two are separate constructs that can exist on their own.

Self-regulation and self-efficacy

Because it is connected to "the idea of self-control and the ability to alter your behaviour to accomplish your goals, self-efficacy is sometimes confused with self-regulation. The concepts are still separate even though they are connected. When a person uses the word "self-regulation," they are referring to their "self-generated thoughts, feelings, and actions that are systematically designed to affect one's learning," whereas the term "self-efficacy" is more closely related to their perceived abilities". To put it another way, self-efficacy is the belief that one can succeed, whereas self-regulation is more of a method for achieving one's objectives, especially in relation to learning.

The two can be produced simultaneously, particularly through modelling, but they remain distinct entities.

self-efficacy through success, regardless of how small, they frequently report a rise in motivation to keep growing and learning. Someone is more likely to succeed when they are extremely motivated to learn and succeed, which results in an experience that increases their overall self-efficacy. The relationship can also work the other way to create a sort of success cycle.

Self-efficacy and resilience

There is room for failure even though experiences of success undoubtedly account for a sizable portion of the growth of self-efficacy. In addition to having a higher chance of success, persons who have high levels of self-efficacy also have a higher chance of recovering from loss. Self-efficacy has a big effect on this ability, which is at the core of resilience.

- **Knowledge Check 1**

"Fill in the Blanks" :

1.   Biological requirements are one type of need that needs to be met.
2.   The need for safety and stability is referred to as _____ requirements.
3.   Self-fulfillment was referred to as _____.
4.   The ERG theory permits for variations in the order of the _____ for various individuals.
5.   Providing employees with things like a feeling of accomplishment, responsibility, or recognition can lead to _____.

- **Outcome-Based Activity 1**

Discuss in the group the importance of motivation in the workplace.

5.8 Equity theory

Equity theory (Adams, 1963) states that individuals engage in social comparison by comparing their actions and rewards to those of pertinent others. How reasonable they perceive their awards to be in contrast to persons affects how motivated public are. Equity happens when individuals think that their effort-to-award share is equal to that of those they are compare to., inequality occurs. Under-award inequity are the two kinds. Under-reward happens when someone feels that she exerts more effort than an additional being but still gets the same reward or exerts the same amount of effort as another person but receives a smaller

reward. For instance, if an employee puts in more hours than a co-worker while earning the same pay, the employee would feel underappreciated. In contrast, a person who experiences over-reward will consider that his effort-to-rewards share is greater than that of another person, meaning that he is receiving more for making the same effort or the same reward even with less effort.

4 assessment point

• **Self-contained by:** The worker contrast his experience in his present situation with those of people in similar position within the similar business.

• **Self-external:** the worker compare their expirence and job with other people.

• **inside:** The employee compare his job with other person with deffrent position with in the company

• **external**The employee compare his job with other person with deffrent position outside the conpnay.

• **change the input -** A person's degree of effort may modify; a employee who feels underappreciated is possible to put in fewer attempt.

• **Alter the results** - Someone may attempt to alter their rewards, for example, by requesting a raise or abusing business resources.

• **change the contrast person's inputs** - One can change the mention person's activities, perhaps by urging them to apply extra attempt.

• **Change the grades of the assessment of others** - A being can change the results of the situation being by, for example, requesting that the manager stop treating him or her favourably.

• **Alter the comparison subject** - A person facing inequity may alter the subject of the comparison and evaluate equity by comparing themselves to a different subject.

• **Change one's perception:** A person might think that their co-worker is working harder than them or that their greater results aren't any better than theirs.

• **Leave the field** - One can get away assessment about the injustice by avoiding the bureau, switch to a dissimilar division, or even quitting their employment.

5.9 Cognitive Evaluation Theory

Leon Festinger first projected the cognitive dissonance theory in 1957. This hypothesis states that people want their views and actions to be in line with one another. Cognitive dissonance is a distressing state of arousal that causes people to seek consistency by altering one of their

attitudes or actions. Cognitive dissonance occurs when persons turn into aware of contradiction among their viewpoint or among their manner and their actions. Thus, cognitive conflict is produced in a person when they act in a manner that is inconsistent with their mindset. Then, by altering either the mindset or the behaviour, he or she tries to lessen the dissonance. Any perceived conflict between two or more of a person's attitudes, or between their behaviour and attitudes, is referred to as cognitive dissonance. Festinger contends that because inconsistency of any kind causes pain, people will try to lessen the dissonance and resulting discomfort. People will therefore look for a stable situation with the least amount of dissonance.

Dissonance is something that nobody can fully avoid. Consequently, how do individuals manage dissonance?

Festinger argues that an individual's wish to lessen dissonance depends on the significance of the factors contributing to it, the degree of control the person feels they have over those factors, and any potential rewards associated with dissonance.

1. **Importance of the Elements**: The pressure to rectify this imbalance will be less if the elements causing the dissonance are relatively insignificant.

2. **Degree of Influence**: How people respond to discord will depend on how much power they perceive they have over the various factors. They are less likely to be open to changing their attitudes if they believe the discord is unmanageable.

3. **Rewards:** Rewards have an impact on how driven people are to lessen dissonance. High rewards that go along with high dissonance have the tendency to lessen the stress that comes with the dissonance.

These moderating factors imply that people do not always move immediately toward consistency, which is the reduction of this dissonance, just because they feel dissonance. The person won't feel under great pressure to reduce the dissonance if the issues causing it is of minimal importance, if they believe it is externally imposed and is therefore largely beyond their control or if rewards are substantial enough to make up for it.

Five factors affect the relationship between attitudes and behaviours:

1. **Attitude Specificity:** People have both broad and narrow views. The relationship between a specific mindset and behaviour is stronger.

2. **Relevance of attitudes:** Relevance is an element that influences the relationship between attitudes and behaviour.

For us, attitudes that speak to a matter in which we have a stake in it are more pertinent, and our following actions are consistent with those attitudes.

3.   Timing of dimension: The timing of the measurement has an impact on the correspondence between attitudes and behaviours. The relationship is stronger when there is a smaller amount time between the manner amount and the witnessed activities.

4.   Personality traits: Personality traits also affect the relationship between attitudes and behaviours. Self-monitoring is a personality trait that influences the harmony between thoughts and behaviour. Less self-aware people exhibit more consistency between their views and behaviours. Due to the fact that they act in response to cues from their surroundings and other people, people with high self-monitors tend to have little correlation between their attitudes and behaviours.

5.   Social Constraints: Social constraints have an impact on how views and behaviour are related. The social environment informs us about proper views and conduct.

5.10 Goal setting theory

The main developers of the goal-setting idea were Locke and Latham. (1990).

It makes the declare that people will be motivated to the degree that they accept particular, complicated aims and get comment on how they are action in achieve those goals. The basics of goal-setting philosophy is

•   Employee getting of objectives is necessary for efficient aims. unachievable objectives won't be very effective at influencing behaviour.

•   precise objectives commonly consist of diverse, experimental benchmark for attractive the behaviour of concern.

•   Goals that are challenging are challenging, but not unattainable, to achieve. They support employee tohard work for duration., once they seen you to do good job. They start supporting people accomplish is supported by empirical research.

•   Feedback is any in instruct people obtain regarding the results of their behaviour. It is essential to task because it conveys the behaviours that are required or suitable in a specific circumstance. particular, pertinent, suitable, likely, and adequate common response is deemed efficient.

Goal-setting theory's managerial implications

According to goal-setting theory, managers must establish precise, difficult goals, ensure that employees genuinely agree to managerial task, and give regular, precise performance-

associated response. A management-by-objectives program is a methodical approach to setting goals. Management by objective (MBO) places a strong focus on setting goals that are concrete, verifiable, and measurable through participation.

Analyzing the idea of goal-setting

The goal-setting theory has received support from studies performed over a 40-year period, indicating that it is a useful source of knowledge about how the goal-setting process functions. There is proof, though, that when tasks are straightforward, well-learned, and independent, goals have a more significant impact on performance. The idea also seems to be culturally restricted. Its essential elements mesh well with individualistic societies, making it well-suited to Western countries.

5.11 "Expectancy theory"

"Victor Vroom of the Yale School of Management first proposed the expectation theory in 1964 Valence is the imported that a being connects with the likely result. After achieving the task, an employee expects to feel pleased, but this satisfaction is more theoretical than actual. Expectancy is the conviction that improved efforts will yield improved results. Expectancy is impacted by factors like having the required knowledge and abilities to complete the task, having the right tools and resources accessible, having access to crucial information, and getting the support required to complete the job".

Instrumentality is the idea that good execution will lead to a valid outcome. The degree to which performance and results are related, the degree to which decision-makers can be trusted, and the simplicity of the decision-making process are all factors that affect instrumentality.

The anticipation theory focuses on the following three connections:

- The connection between effort and performance: What are the odds that the individual's effort will be taken into account when evaluating his performance?

- Performance and reward relationship: This section discusses how much an employee believes that getting a positive performance review will lead to them receiving incentives from their employer.

- Individual objectives and rewards: It all depends on how enticing the potential reward is to the person.

"According to Vroom, workers consciously choose whether or not to execute their duties on the job. The employee's incentive level, which is dependent on three factors—expectancy, valence, and instrumentality—solely determined this choice".

The Expectancy Theory's benefits

- It is driven by the self attention of the person who wants to maximize pleasure and reduce dissatisfaction..

- It emphasizes rewards or payoffs.

- It focuses on mental excess, where a being aspires to feel the least quantity of pain and the greatest amount of joy.

Expectancy Theory Restrictions

The expectancy theory appears to be idealistic because many people think success and rewards are strongly correlated, and its implementation is limited because reward and performance are frequently not closely correlated in organizations. It is also related to other things like position, effort, responsibility, schooling, etc.

Expectancy Theory implications

- The managers are able to connect the desired performance standards to the desired outcomes.

- It is the supervisors' liability to make sure that the employees can execute at the required level.

- It is important to recognize worthy employees for their excellent job.

- Companies must have a just and equitable compensation structure.

- They must establish positions that are interesting, challenging, and rewarding.

- A variety of methods, such as questionnaire, in person interview, etc., should be used to constantly measure the level of employee inspiration.

5.12 Job characteristics model

According to the job characteristics model (JCM), employees need to possess five key characteristics in order to thrive in their jobs. For their project "Work Redesign," Richard Hackman and Greg Oldham first developed the JCM. The JCM claims that while motivation suffers in jobs that are uninteresting or unstimulating, it flourishes in jobs that are challenging and exciting. The job characteristics model can help managers, and human resource professionals enhance the working atmosphere for their team members or employees. They

can use the JCM to assist their employees in energizing and personalizing their work, which will boost output, morale, and work quality. The job characteristics model identifies five fundamental job characteristics that can have a big influence on how employees feel about themselves and how well they do their jobs. These are the five traits:

1.   Task identification

One of the basic job characteristics in the JCM is task identity. Task identity refers to when a worker completes a complete, recognizable job. Task identity essentially occurs when a worker can complete a task entirely as opposed to concentrating on just a tiny portion of it. Task identity is essential because it helps one feel more accomplished when one can see the fruits of their efforts. When employees only finish small portions of the job, it might be harder to evaluate the results.

2.Task Importance

Another important factor of a job is task importance. Task importance is the logic of significance associated with the work. When their job has a positive effect on others' lives, whether those others are clients, co-workers, or both, employees tend to find meaning in their work.

3. Diverse skill sets

When a job provides a variety of skills, an employee has the opportunity to acquire various skills and take part in various experiences. As a result, employee satisfaction and retention rates will rise, and their job will remain interesting and fulfilling.

4. Self-rule

Autonomy is another crucial job quality. Employees can choose to work independently when offered the chance. Autonomy can support a sense of personal meaning and higher-quality work because people who work in jobs with more autonomy frequently feel more responsible for their own choices.

5. Feedback

Feedback is another crucial work characteristic mentioned in the JCM. Therefore, it's crucial for employers to solicit feedback from their employees. Receiving criticism tends to boost employees' confidence and improve their performance at work. Additionally, employees are more likely to feel motivated to keep getting better at work when they receive constructive feedback.

Once you have a firm grasp of the theory and foundation of the job characteristics model, you can start thinking about how to apply it at your place of employment. Applying the JCM requires that you complete the steps outlined below:

1.   Assign duties

The least experienced employees should be given tasks if they can manage them. Giving tasks to employees with less experience or training, when it is feasible, can support their autonomy development and skill development, despite the fact that it may seem counterintuitive. These employees may feel more personally responsible for their tasks as a result, which could motivate and engage them more.

2.   Change up the duties

Altering the tasks related to a job is another way to apply the JCM. This reflects the basic quality of skill variety by allowing workers to perform a range of tasks needing a diverse skill set. If their duties are varied, workers may find their work more interesting and fulfilling.

3.   Encourage cooperation

Another way to incorporate the job characteristics model into your workplace is to assign collaboration. Teamwork gives workers the ability to see projects through to the end and to measure the results of their labour, which can help in implementing the task identity JCM characteristic. By enabling them to use a variety of skills, it might also encourage skill variety.
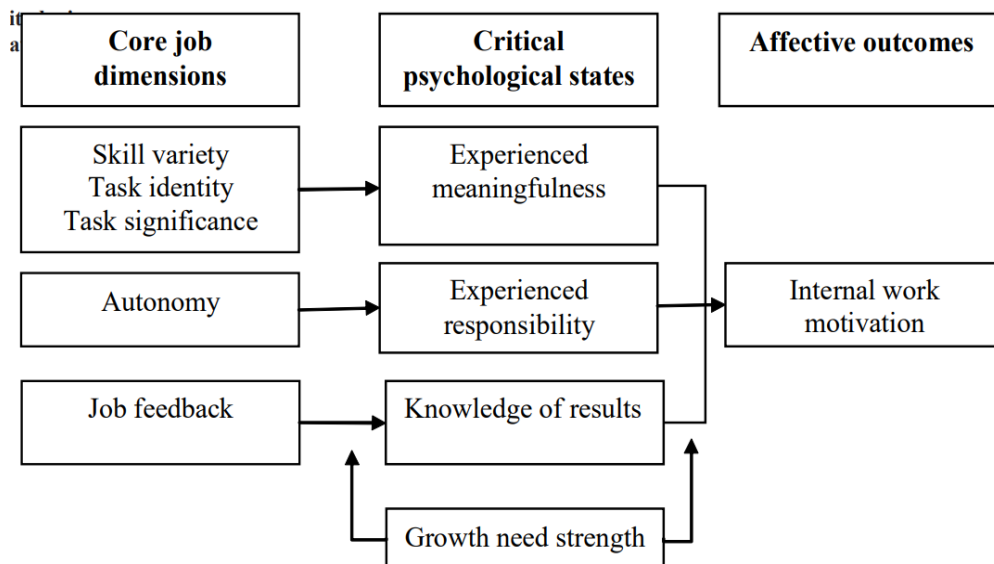
5.13 Rewards to motivate employees

1. Flexibility in the job

If your business isn't remote, offering flexible work options can be a wonderful incentive. You can permit your staff to work from home on any given day or to select the schedule of their choice. Additionally, if you work from home during set hours, you can be a little more flexible with your working hours one day a week.

2. **Extra compensated time off**

Your workers will feel extra special if you give them a day off in addition to the regular vacation days. Some people might even value it more than any monetary compensation. An extended lunch break or a half-day off are additional options.

3. **Greater accountability**

If you give engaged workers more important duties and responsibilities, they might feel more motivated because it might advance their professional growth. Only a select group of individuals who enjoy overcoming obstacles and putting forth the effort to prove themselves are motivated by this type of incentive, though. Others may not consider it much of a prize but rather a burden.

4. **Ambassador assignment**

You might ask a star worker to an important gathering that they wouldn't normally be present for. Meeting a top client or senior business leader can greatly increase employee motivation.

5. **Give out a prize in front of the complete office**

Employees can feel valued and recognized right away if rewards are given in front of their co-workers. Who doesn't enjoy the spotlight every once in a while? Announce the employee's accomplishments that caused you to reward them to the group during coffee breaks or at an unscheduled meeting.

6. **Give your workers social media recognition**

Employee recognition on your company's social media channels, such as LinkedIn or Facebook, can be a significant reward for employee milestones, work anniversaries, etc. You can encourage the other members of your team to express their gratitude for the employee on these posts.

7. **Reliable medical treatment**

Offering low-cost, high-quality healthcare as part of your incentive programs is a fantastic way to thank dependable employees. You can work with reputable insurance providers to provide group insurance for selected workers. Since it's a significant incentive, you can only give it to top workers or staff members who have worked for you for the required amount of time. When attempting to increase employee engagement, it occasionally may even be more effective than a financial reward.

8. **A gym subscription**

Taking good care of your workers' physical well-being can greatly improve their productivity and mental well-being.

9. **Dinner with the boss**

In a large business, only an exclusive group of people has access to the CEO or president. This is why spending time with such top executives is a tempting opportunity for the future leaders of your business. They can use the meal to catch up with their superiors or to talk about their professional plans.

10. **Tickets for special events**

Some of the best music performances, food festivals, and other events are just around the bend, along with the holiday season. And if these are unavailable in your region due to the pandemic, there are a ton of virtual events available, such as virtual tours and cooking competitions.

- **Knowledge Check 2**

True (T) or False (F):

1. The "ERG theory" permits the simultaneous pursuit of multiple categories of needs.
2. According to Herzeberg, work satisfaction and unhappiness are on the same continuum.
3. McClelland used the TAT, a projective exam.
4. Safety is a social need that must be met.
5. Being liked and accepted is a major worry for people who have a strong need for affiliation.

- **Outcome-Based Activity 2**

Prepare the PPT on the theories of motivation with suitable examples.

5.14 Summary

- The interior state of motivation energizes and guides behaviour toward goals by activating and directing it.
- Creating a work environment where people are motivated about job priorities is a challenge.
- Organizations too frequently ignore the concerns that affect employee relations, communication, recognition, and participation the most.
- The first step in creating a workplace that motivates employees is to cease doing things that are sure to demotivate them.
- Finding and implementing the behaviours that will motivate people is the next stage.
- There are numerous ideas for inspiring employees.

- Making only the bare minimum of rules and policies is one strategy that can help motivate employees at work. Other strategies include publish the rules and policy and informing all workers of them, creating rule for supervisor, and teaching them how to apply the few rules and policies fairly and consistently.

5.15 Self-Assessment Questions

1. Discuss the subject, or do you need theory?
2. Describe the distinctions between Maslow's and Alderfer's beliefs.
3. Go over the idea of goal setting.
4. Describe the attribution theory's guiding principles.
5. Talk about Herzeberg and McClellands' hypothesis.

5.16 References

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Unit-6

Concepts, Development and Structure of Groups

Learning Outcomes:

- Students will learn about the concept of group and the nature of group dynamics.
- Students will understand the individual and group, group formation and group cohesion and development.
- Students will also learn about group structure and sources of influence.

Structure:

6.1 Concepts of group

Individuals make up groups of people. Simply combining two or more people does not create a group; relationships are necessary to turn them into a group. Twenty people travelling in a van, for instance, do not constitute a group; rather, they are merely an aggregation. However, if the bus breaks down and everyone has to push it to get it to a mechanic nearby, a group will naturally form under the guidance of, say, the bus driver. The group chooses its own leader, establishes clear goals, and offers members ideas for achieving those goals. The characteristics of the organization are quite distinct from those of the members who make up the group. Individual group member behaviour does not always reflect the behaviour of the entire group and vice versa. As members converse with one another about work-related or personal issues, groups foster interpersonal relationships at the place of work. If behaviour and attitude are properly silent, it is possible to improve the wanted result of attitude and behaviour on priority.

Characteristics of Group

✓ **dimension:** In a organisation two or more people is important. In reality, the club consists of 15 to 20 people. It is more difficult to handle more people into the group.

✓ **Aim:** Each team has its own unique features to define and justify the purpose.

✓ **Standard:**During discussion with the team members.an organisation has standard rules with set procedures into it.

✓ **Formation:**the composition is set in the way to represent the position and designation of trhe members which they carry.

✓ **Position:** The team leader gives the responsibility to each individual team members the unique roles and duties.

✓ **Functioning:** The group member can talk each other by many ways either in person,over the calls,in handwriting,or by any other means of method.

✓ **Group Identity:** A Team has a numerous number of members who are each identified as a member to as a member and who is referred to as a group altogether.

6.2 The nature of group dynamics

Social groups refers to the adaptive modifications that take place in the team organized as a outcome if any modification is requiredtahn it is one of its constituents. Kurt Lewin claims that a change in one part of the system affects the whole thing, "analogous to the change observed in an electrical or magnetic field." Interpersonal conduct is governed by interpersonal needs. The ability, desire, and degree to which a member will engage with the

other members of the group will all depend on factors such as his physical attributes, mental aptitude, aptitude, and personality. The interaction between various groups is known as intergroup behaviour, and it is affected by factors such as task knowledge, objectives, and interdependence. When team is likely to do better in their workplace they feel motivated and they feel like that they are doing the best. The interteam status in any company are further governed by the division of labour principle, rules, and protocols. Some divisions might have operational power, while others might only have optional standing.

(i)   It describes how a group ought to be organized and managed. This calls for collaboration and guidance.

(ii)   Team reformist employ a range of methods, such as enacting, Imagination, personal problems, awareness training, etc.

(iii)   Team people investigates the inner workings of groups, including their formation, operation, member interaction, and effect on the business as a full.

(iv)   Group dynamics is the study of changes that occur within groups and is focused on the forces that interact and arise among group members in a social context.

6.3 The individual and the group

Individual or interpersonal behaviour identify the individual actions which is known by inside and outside factors. Single behaviour actions is also very much difficult as if like making your teeth clean is also a difficult decision to make. Individual conduct can also be influenced by a number of variables, such as genetics, surroundings, prior experiences, trauma, personality, or mental health. The team actions of two or more people is likely with each other or outside the team also is said to be group or interpersonal behaviour. Social scientists may examine a group's formation, what defines a group, or how a group achieves its objectives.

Collective behaviour can exist even if not all of its members exhibit the common particular single behaviour. Individually, each of the team members acts in a distinct way, but when you interact and engage with one another, you develop group behaviour. Social behaviour can be seen as the link between individual and collective behaviours. person's behaviour can affect a group's behaviour, and a team's actions can affect a person.

6.4 Group Formation

The following are challenges with group formation:

i)   How the groups are formed

ii)   The group's frameworks and procedures

iii)   The role the group plays in various circumstances.

The five main steps in a group formation were created by Tuckman. Group growth typically occurs in five stages: forming, storming, norming, performing, and adjourning.

i)   There is a certain amount of ambiguity and confusion during the formation phase. Making up is actually an introduction time when representatives meet together and talk related to their goals for the team. At this time, the group starts to gel, and people start to get to know together and what is required to them.

ii)   invasion is the time when there is the most strife and disagreement. Members now mainly voice their objections and criticism. In fact, this is the moment where interpersonal conflicts and disagreements over the group's goals begin to surface. It's critical to settle any disagreements at the edge to get the unique goals and done.

iii)   Convention is defined as the acceptance of single variation and common norms. Members are given tasks to complete, and the team will suggest how to assess the outcomes. The team can settle its action ,design for how to complete its task can be established. Group members communicate with one another and tolerate different expectations from one another.

iv)   The group can act once it has matured and found its identity. At this stage, group members make decisions logically, focusing on relevant goals rather than emotional considerations. Concerns about roles, expectations, and norms no longer hold a monopoly on importance. The team is effectively focusing on its responsibilities and accomplishing its goals.

v)   Termination implies that team people hurriedly tell about sorrow experience and stopped as they are planning to go. At this point, the organization has achieved its original objectives and is starting to disintegrate gradually.

Consequently, a team is people of numerous members. A cluster is defined as more than or two people who communicate each other, have similar objectives, and recognize that they are a part of the team. We can fulfil important societal and psychological needs with the help of groups. Numerous people perform different kinds of tasks. A company may elect one person to be the leader and the other members to be followers. Participants are linked together. Interaction between the group members is also essential for the operations of the group to run smoothly.

- **Knowledge Check 1**

Fill in the Blanks:

1. In _____ the action of a tem in a group,is very needful so thet they can see not only the design of growth but also has the different traits of the in dividual team and the situation that goes to its growth.

2. The team in the way depends on such variables as the speed of thet group members says _____.

3. There is a widespread belief that organizations go through a set order of _____ stages.

- **Outcome-Based Activity 1**

Form a group and discuss the challenges faced in its formation.

6.5 Group cohesion and development

Group cohesion is the amount to which people of an entity are paying attention with each otherr and remain loyal to it. It usually shows itself as a reluctance to be perturbed by outside forces. A group becomes cohesive as a result of the members' actions, relationships, and emotions. Cohesiveness makes everyone in the organization cooperate in order to accomplish the goals.

Along with group norms, group cohesiveness is a significant element that influences group behaviour. The level of a member's attachment to their organization is referred to as group cohesiveness. High levels of group cohesion also indicate high levels of individual interaction and consensus among the group's opinions. Typically, united groups have the following characteristics:

1. The group members have similar backgrounds, shared interests, and objectives.
2. There are not many users.
3. Interpersonal communication among the members is very efficient and occurs frequently.
4. The group members hold solidly together in the face of any perceived external threats.

The level of group cohesiveness is influenced by a number of variables. They include the following.

1. amount of reliance on the Team: The individual is dedicatedly and highly reliant on a group for a result or effect, the more attractive the group will be, and as a result, the more

cohesive the group will be. According to some theories, a group's attractiveness and cohesiveness increase with the number of individual needs it can or does fulfil.

2. Size: Size and group cohesiveness have an inverse relationship, other factors being equivalent. Therefore, there is less chance for interaction between members of a group as it grows larger.

3. Homogeneity and Stable Membership: Organizations with a diverse range of members' hobbies and backgrounds frequently do less to advance their goals. In a similar vein, solid interpersonal bonds strengthen group cohesion. This is the case because a relationship must last for a while in order for people to get to know one another and develop a common grasp of shared values and goals.

4. Group Location: Group location has two effects on group harmony. First off, when a group's members are near to one another, they freely and frequently interact with one another. Thus, there would be strong social cohesion. Second, cohesion is strong if the group is cut off from other groups.

5. Group Status: Members are more drawn to a group with a strong reputation and a track record of achievement. As a result, they are very cohesive as a group and exhibit unity with one another. Contrarily, a group that is disparaged by everyone has a tendency to be less cohesive.

6. Group Leadership: The characteristics of the group leader decide how closely the group members are bonded. If the group leader is vivacious and enthusiastic, he or she inspires the members to work fervently toward achieving shared objectives. He works to foster and sustain strong group devotion among the participants.

7. External demands: Group members frequently band together to meet external demands. Members of a group often minimize their personal differences when under external pressure to defeat a shared foe. It is also possible that the group will not be able to withstand the excessive pressures and that group cohesiveness will not be possible to obtain in order to withstand such pressures.

8. Competition: The type of competition impacts group cohesiveness. Varying kinds of competition have varying effects on a group's cohesiveness. There is a rivalry between group members (intragroup competition) and competition between groups (intergroup competition). Competition among group members typically undermines the unity of the group.

9. Parasitism: When the team members do the tasks diffrenetly than the team growth is low if thet do the task mutually than team growth will be high.

10. Management Behavior: If the members work in a group this is straighaway revealed as their direct behaviour.If the member of the group has good relationship with the boss than personal relationship will not hinder it will not impact the personal relations.If he is cooperative than can have foster growth at his workplace.

6.6 Group structure: role, norm, status, Group influence, Social loafing

The proper management in the group is said to be group structure.It mixed the duties,policies,procedures and proper conduct at the employee workplace so that no disputes will be there in the group..

Group Roles – The different duties that is done by the individual are .

Roles are a collection of expected behaviour patterns connected to a person holding a particular place within a social group. People in small groups typically perform one of three broad categories of roles:

✓ **Task roles**

Task positions concentrate on achieving the group's objective. The list below includes each task position for a group.

1.   Coordinator −Statements made by one group member are connected by the coordinator.

"Gita's comment relates well to what Ram was saying," for instance.

2.   Energizer: Encourages collective participation.

How many of you would be prepared to bring in a video on the dispute for the following session, for instance?

3.   Elaborator −Extends upon another's concepts as an elaborator.

Example: "I believe Niki and Anni are suggesting that we first clarify through nonverbal communication before moving to verbal communication."

4.   Evaluator-critic −Assesses the group's effort in comparison to higher standards.

"This is fine, but I believe Shree needs to provide more feedback," as an example

5.   Information-giver − Provides pertinent knowledge.

Example: "Rohit has some conflict-related books we could use."

6.   Information-seeker − Questions for the explanation.

Example: "Could you please tell me what you said about disconfirming responses, Richa or Trishala?"

7.   Recorder: Records gathering information.

Example: "A-P's talk was not covered during the previous session. Just now, Rohit and Rahul had completed theirs.

8.   Procedural Technician −Technician in procedural law Accepts responsibility for work.

I borrowed the VCR to watch Nigaar and Neha's talks, for instance.

- Building and maintenance roles
- Self-centred roles

✓   **Group-Building / Maintenance Roles**

It concentrates on fostering communication and upholding peace. A group's various maintenance responsibilities include

1.   Encourager – Offers supportive criticism.

Example: "I think Shyam was entirely correct in what he said."

2.   Follower: Gets suggestions from other group members.

"Let's follow Adi's plan—he had the right idea," as an example.

3.   Compromiser −A compromiser tries to come up with an answer that is acceptable to all parties.

Example: "Pratik, Sid, and Nimmi have each provided three excellent answers. Why not incorporate them?

4.   Gatekeeper: Encourages everyone in the community to participate.

Example: "I don't believe Madhuri has contacted us yet."

5.   Harmonizer − Reduces conflict and stress with the Harmonizer.

"After that test, we deserve a free meal," for instance.

6.   Observer: Watches how the group is doing.

Example: "I believe we've already learned a lot. Mona and Monica provided us with useful knowledge.

✓   **Self-centred Roles**

The purpose of these roles is to prevent the group from achieving its objectives. The following are some examples of self-centred positions in a group:

1.   Attacker – Displays hostile behaviour toward other group members and their opinions.

"Playing desert survival is the best idea I've ever heard," for instance.

2.   Dominator: Controls the flow of group discussion.

I will tell you about many achievements thgose are is a good plan as an example of interrupting.

3.   Blocker − Blocker Refuses to work on other people's plans.

Example: "I won't participate in Family Swap."

4.   Help-Seeker – Presents a weak, unfocused demeanour.

"I don't think I can put together a summary," for instance. Why not carry it out for me?

5.   Loafer −Loafer Avoids working.

Why don't we just go get coffee instead of finishing this job, for instance?

Standard: The ordinary process that follows by every team member is required to abide by.

Standards are not deneied due to guidelines for conduct that each individual of an organization adhere to. Every organization creates its own traditions, beliefs, regulations, and process for how things should be done

Types

✓   **Performance Norms**

These are concentrated on how diligently a person should labour in a specific group. They are informal cues that help a person choose how hard to work and what kind of product to produce. For instance, a team leader might hang up different posters around the office to motivate employees to work hard and perform at their best.

✓   **Appearance Norms**

Appearance standards provide us with information or guidelines about how we should dress, style our hair, and a host of other aspects of how we should look or behave physically.

For instance, we must follow a professional dress code while working for an organization; we cannot show up to a board meeting in a bridal gown.

✓   **Social Arrangement Norms**

This norm basically focuses on how we should behave in social contexts. Again, there are cues we need to watch out for that will make us blend in and feel more a part of the group when we are out with peers or at social events.

For instance, we cannot finish our official job while attending a friend's birthday party.

✓   **Resource Allocation Norms**

This standard concentrates on the allocation of resources in a corporate setting. This can include raw materials, additional labour, and any other resources a business discovers or needs.

For instance, if the client requests that the task be finished by tomorrow, it must be finished with the resources at hand or over time.

Conformity −Conformity The positions or choices adopted by the group's majority. "Accommodating to group pressures" is a definition of conformity. It is also referred to as group pressure or the impact of the majority.

Types

✓ **Normative Conformity**

It is caving into social pressure in an effort to blend in. People generally conform out of a sense of community acceptance or absence thereof. This type of error says that if the error is been involved the individual has to accept in front of public and says about his opinion to the team members while doesnot accept this in private.

✓ **Informational Conformity**

This usually happens when someone asks for help from the company because they are lost. Or when someone socially variates their activity to the team members as they are uncertain of how to behave in a given circumstances. This type of conformity is internalization, the process by which a person adopts the opinions of the organizations as their own.

✓ **Incorporation Conformity**

It is said that when an in dividual acts in a very honest manner as to show the win or dignioty of others.As it is said that it is motivated by others so that the person thinks that his things cannot be ignored.

Workplace behaviour – Workroom act says that the ethical things be4en learned by the employees which he is following through his company.

Status – The categorization of collection people.

A status is a place or rank that is assigned to groups or group members by others and is socially defined. Group norms, culture, and rank equity are all parts of a group structure's status. When all these elements are considered, the standing of the group's members is revealed.

Social loafing - When people labour in a group rather than alone, they tend to put forth less effort to accomplish a task. In spite of the fact that groups occasionally experience accidental coordination issues, this is one of the major reasons why they are occasionally less productive than the sum of the individual contributions of their members working together. Many of the reasons why people engage in social loafing are brought on by the belief that their efforts will be in vain.

Cohorts — Groups that exhibit similar behaviours.

Cohorts are people who belong to a community and have something in common.

Reference Groups – This group is made to evaluate the essence of a individual traits and connected traits to those of another team. In this group individual tries to connect and identify his task in a connected way. It becomes the person's point of reference and the foundation from which to draw his or her experiences, perceptions, wants, and self-concepts

Group Demography − the degree of shared conduct.

Group demographics are the extent to which a group member can share a particular demographic characteristic with his or her teammates. Long-term team effectiveness can be increased through the use of group demography. As an illustration, consider age, sex, religion, region, duration of employment with the company, and the effect of this attribute on turnover.

Cohesiveness- The degree to which members of a community feel a sense of belonging.

The level of attraction between group members and encouragement for them to stick together. Some people hold the opinion that teams with high levels of group harmony will function and perform more effectively when it comes to achieving work goals. Instead of one single element, the interaction of several factors is what causes group cohesion. Group performance may be impacted by group cohesion, but the performance itself may also encourage or enhance group cohesion. Therefore, a lack of group harmony may actually prevent a group project from being successful.

6.7   Sources of influence

As a starter list for considering the six forms of influence, consider the following:

Source 1: Your own motivation or your desire to do it.

Source 2: Your own ability to perform the action.

Social motivation, or source three, asks whether other people support the correct behaviours.

Source 4: Social ability; whether or not others are able to offer assistance, knowledge, or resources.

Source 5: Structural Motivation examines whether the world supports the desired behaviours.

Source 6: Structural Ability; How well the world promotes the desired behaviours.

- **Knowledge Check 2**

Tell about the following indications are true or false:

1. Man is a wild beast at heart.
2. Organizations are collections of experts who cooperate to accomplish various objectives.
3. To work on a project, aim, or objective, various departments form smaller groups.
4. According to our definition, a "group" consists of more than two workers who regularly interact and have an impact on one another's performance and behaviour.
5. The person who is not a part of task group can join to work toward a shared goal. This is a club of interest.

- **Outcome-Based Activity 2**

Prepare the presentation on Group Formation.

6.8 Summary

- A person's performance will be impacted equally if the group they are working in is conducive to work, and vice versa.
- Man is a sociable animal by nature. He cannot function independently from the other individuals in his environment.
- Working in harmony with other professionals is practically required in today's society for a professional.
- Organizations are nothing more than a collection of numerous professionals cooperating to accomplish a common objective.

- Smaller groups are formed within various divisions to work on a project, goal, or objective.

- When people act in groups, it goes beyond each person acting in their own manner individually.

- To put it another way, people behave differently in organizations than they do on their own.

- The organization forms a formal squad to carry out tasks in support of its objectives.

- Informal groups are associations that are neither officially organized nor predetermined by an organization.

- People occasionally compare individuals within a group when coming to conclusions or developing opinions. A group is a reference group when it is utilized in this manner.

- The five phases of a typical group process are: Forming, Storming, Norming, Performing, and Adjourning.

6.9   Self Assessment Questions

1. Explain what a group is and why it is important.
2. List the traits that make up a group of people.
3. Describe the various group types, their responsibilities, and their purposes.
4. Define formal and informal groups and provide instances.

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Unit 7

Group Decision-Making and Understanding work teams

Learning Outcomes:

- Students will learn about Individual vs Group that includes Think, Group Shift & decision-making techniques.
- Students will understand about Group effectiveness, Teams self management and the Advantages and Disadvantages of Groups.
- Students will also learn differentiation in teams and groups, the kinds of Teams and methods to create efficient groups.

Structure:

7.1   Group vs. the Individual

7.2   Group Think & Group Shift & Group decision making techniques

7.3   Effective Groups

7.4   Self-Managing Teams

- Knowledge Check 1
- Outcome-Based Activity 1

7.5   Advantages and Disadvantages of Groups

7.6   Difference between groups and teams

7.7   Types of Teams

7.8   Creating Effective Teams

7.9   Turning Individuals into team players

- Knowledge Check 2
- Outcome-Based Activity 2

7.10   Summary

7.11   Self-Assessment Questions

7.12   References

7.1 Group vs. the Individual

A Group consists of people who interact with eachother and the decisions taken by one has an effect over the other members of the group. The majority of labour is done in groups within organizations. According to a thorough definition, a group is made up of its members and lives within an organization.

- Are inspired to sign up.

- Consider the group to be a single entity that interacts with individuals.

- The group's events can receive a variety of contributions. (that is, some people contribute more time or energy to the group than others).

- Engage in various interactions to reach agreements and to argue.

- With the help of group organizational functions, a company can achieve its goals. They consist of the following:

- Tackling complex tasks that is difficult to manage by an individual.

- Come up with original ideas or creative solutions to problems that necessitate the involvement of individuals.

- Acting as a point of contact for different groups with somewhat independent tasks.

Collection isn't exhaustive. Due to the fact that they handle the majority of organizational tasks, groups are crucial in companies. It will become increasingly important to use groups to carry out task duties as organizational tasks become more complicated and interdependent.

7.2 Group Think & Group Shift & Group decision making techniques

When individuals within a group make choices based on peer pressure is known as group think. A situation in which an individual's position shifts in a group due to any reason, known as group shift.

Starting off, let's concentrate on groupthink. This expression was first used in 1972 by the social scientist Irving Janis. In psychology, "groupthink" is the term used to describe when members of a group make choices. Group shift happens when position of an individual shifts within a group as a result of the group's impact to adopt a more extreme position. Although this is different from his original stance, it implies that if he were in his group, he would choose a riskier course of action.

Social psychologists contend that this is primarily due to the community sharing the risk. It's crucial to first take into account the various group members when talking about group

change. Individuals who are aggressive and conservative coexist in the community. The organization's more conservative members become even more careful than before, whereas the more risk-taking members become even more so.

Because of this, psychologists emphasize that for a group to change, radical viewpoints must be accepted. Group shift research stresses that it occurs because of the bonds that are developing within the group. The participants are free to act; however they please because the pressure, worry, and obligation are lessened by the group setting. It also promotes an environment where people are susceptible to the effects of others.

Decision-making tactics is when different methods used in decision making during group discussion. It is sufficient to focus the group decision-making process for the selection of best possible solution for the present circumstance. When a decision has an impact on the complete team, decision-making groups can be included to ensure that all viewpoints are taken into account and valued before making a decision.

Brainstorming

Brainstorming helps to generate potential ideas and answers. The main purpose of ideation is to produce several ideas before deciding which one might be the most successful strategy. Sometimes it takes only one idea that can be chosen as the best alternative to perform a particular task, even though the majority of the time spent in these sessions is spent generating ideas rather than making decisions.

1.   The Stepladder Approach

It encourages team members to express their viewpoints on a subject. By doing this, you can help your team members answer honestly and sincerely. This technique is similar to the Delphi method. The following steps are necessary for this tactic:

Step 1: Before the group gathering, assignment should explain to the team.

Step 2: Create core group of two people to invite them for the discussion on the assignment or problem.

Step 3: Expand the main group by including a third person for the purpose of getting more new ideas.

Step 4: Add more and more members in a group for the better discussion of the presentation according to every new member.

Step 5: Make a definitive choice.

2.   Merits and demerits

Dialectical inquiry also referred to as a benefits and cons list, is truly very useful in business. A method for group decision-making called dialectical inquiry aims to dispel groupthink.

This Plato-inspired method of group decision-making encourages participants to think about both the concept of thesis and the antithesis. Participants divide into groups as in favour and against while using this technique. Each group discuss and stress their reasoning for why they believe their choice that will help business.

3.   Didactic Interaction

Didactics develops differently from yourmerits and demerits list. This strategy makes sense in certain circumstances, but it works well when the proper opportunity presents itself. Only "yes" or "no" answers should be permitted in reaction to the query. These are typically important choices that will affect every employee and profoundly change how the company runs. Such choices require lengthy, occasionally demanding. This method allows to expedite the process of investigation, saves time, and omit any required justifications.

4.   Decision-trees

Decision tree method predict the results of various choices and it is used to forecast the outcomes of various scenarios. They have a strong aesthetic sense. In this approach, team can brainstorm their ideas to determine the best results. A single query serves as the decision tree's root, from which it sprouts numerous options.

7.3 Effective Groups

A successful team collaborates to complete a specific job within the given time period and every member give their inputs according to their capabilities and abilities.. You have to go through a number of steps in order to finish a task for a team assignment. Using the following advice, you ought to be able to begin your job:

- Developing a set of guidelines for the group is the first stage. Discoverr the members of your team and their expertise,as well as working techniques.

- Picking group boss and scribe to record the group's activities is a smart move.

- Have a discussion to come to an agreement on the group's task or activity.

- Summarize the group's understanding of the subject in writing or drawing.

- Describe the approach you intend to take to address the problem. Use brainstorming techniques to involve each and every individual to take part in the discussion.

- Specify particular work, distribute that to the individuals and groups. The way the question is worded may already allude to how the problem or topic has been broken down into more manageable tasks. You might need to do a little research on the topic first to aid in

task division and to find specific interests. Make sure you are informed of everyone else's responsibilities to prevent duplication.

- Ensure that each member of the group accepts responsibility for finishing their given duties on time.

- After deciding duties and responsibilities, Regular meetings must be scheduled to review progress.

- Then consider the timeline of the project; longer projects should pay particular attention to this.

- Any tools, knowledge, or information should be shared. • Establish deadlines for completing specific tasks.

7.4 Self-Managing Teams

In many workplaces, forming teams typically involves designating a team skipper to act as the team's leader. Self-managed teams are a different type of organizing structure. A group of employees managed themselves in a team is often called as a "self- managed team", primarily and completely on their own without routine supervision. Instead, with little oversight from management, these teams create products or deliver services.

There are several advantages of using self-managed teams:-

1.   More engaged employees

To boost involvement, team members are actively involved in decision-making. When they have a say in business choices, employees are typically more invested in the outcomes.

2.   Less supervision

Self- managed teams require low supervision from their leaders that may be liked by employees who are self-driven. Additionally, this could give the author more time to focus on other things, like gaining new clients.

3.   Lower expenses

Self-managed teams lower the needs for managers to lower the overall costs. So that the business can use the fund in additional projects or equipments.

4.   Improved judgment

The self-managed squad as a whole can aid staff in making wiser decisions. Each team members should feel important part of the group and should feel free to present their ideas in front of the group.

- **Knowledge Check 1**

Fill in the Blanks

1.   To accomplish one or more shared goals, a team's members must coordinate their actions. A team is a relatively _____ work group.

2.   A group of people working together produce _____.

3.   Individual efforts produce a _____ result that is larger than the total of their individual inputs.

- **Outcome-Based Activity 1**

"Group cohesion is the "interpersonal glue." Comment.

7.5 Advantages and Disadvantages of Groups

There are several advantages or bebifits of working in groups:-

1.   Greater Productivity: There are many benefits to working in a group, one of which is that it boosts total productivity. Each person works together and to the best of their abilities to create excellent results when working in a group.

2.   More Resources: It's crucial to realize that as more people join an organization, its resources expand as well. This is one gain from cooperation. For instance, as more individuals are added, the Individual's overall capacity grows. Each new member adds expertise to the group in addition to their abilities.

3.   More Reliable: If a person is operating independently or by themselves, it is not possible for people to get awareness of work. Working in a company also enables you to ensure that poor ideas or proposals are promptly rejected. This is one benefit of social activities.

4.   Learn Things: It is more commonly seen that group members can keep learning new things from one another. They can decide to take advantage of one another's expertise. Everyone has their own ideas when working in organizations, and others can learn a lot from them. On the other hand, when an individual works alone, they are forced to handle everything on their own. You don't have time to listen to other people's opinions. The chance to learn new abilities is one benefit of collaborative work.

5.   New Approach: Everyone has the opportunity to share their ideas and thoughts when working in a group, which creates new ways to complete the job correctly. Everyone can help the initiative move forward. Since there are many people involved, there might be a lot of original and creative suggestions or ideas that could help in successfully completing the job.

6.   Information Exchange: Everyone has the opportunity to communicate successfully with one another when working in a group. The group thoughtfully considers and discusses every idea or proposal, regardless of who it comes from, before making a decision. As a consequence, we can see that communication between group members is easy and fluid. Given that, this significantly helps in completing the task. This might also be referred to as a group discussion.

7.   **Team Commitment:** An individual can support and motivate the performance of the group when they are dedicated to working as a team.

Due to the fact that working with others is not always advantageous, group projects also have disadvantages. Getting a collection of people to cooperate can take a lot of time and effort. Nothing is preferable, however than, for everyone to cooperate in order to succeed. Here are some disadvantages of group labour or negative aspects of working in a group.

1.   Unequal Participation: While working in a group, it is completely possible that some consumers won't put forth as much effort as others. Conflict within the group could result from the difference in the quantity of work completed. Additionally, it breeds resentment among the group members because some may receive praise for work that they did not even attempt, while others may have worked arduously to achieve that honour. Jealousy is inevitable in such a circumstance.

2.   Intrinsic Conflict: When a variety of people start to work together, disagreement will undoubtedly arise within the group. Every person may have distinctive ideas that conflict with what the other person is saying. Some group members may find it challenging to accept a member's suggestion or thought. While this dispute is being resolved, the flow of labour might as well be halted.

3.   No Independent or Individual Thought: Independent or individual thought is not allowed while working in a group. In order to complete a job correctly, more people need to collaborate and all ideas and suggestions from the group's members must be taken into account.

4.   Decision-making takes time: Since it is a group endeavour, suggestions and ideas from every member of the group must be taken into account. Before making any decisions, every aspect must be thoroughly examined and taken into consideration, which takes a lot of time and effort.

5.   It's simple to avoid work: It's very easy for someone in a group, especially a large one, to put off doing the job and let others finish it. It might take some time before someone actually pays heed to this fact.

6. **Loss of Creativity:** Group thinking is more useful whenever a joint effort is required. As a consequence, creativity has been confused. In a social situation, choices cannot be made because everyone will have an opinion.

7. **Time-Consuming:** When you work in a group, process will take longer time to complete because it needs the cooperation and planning of the entire team.

8. **Unfair distribution of work:** When labour is divided up among a group of people, it's possible that not everyone will get an equal share. Individuals might get more employment opportunities than others that can create conflicts.

9. **People may procrastinate:** Another problem that might come up when working in a group is that some people might just stand around talking or putting off tasks without actually finishing them. They might generate less as a result of this.

7.6 Difference between groups and teams

It is simple to differentiate between groups and teams at work because of the following factors:

- There is only one leader in a community.
- Only team members responsible for their actions and not other.
- The team members focus on achieving the goal of teams and the group focuses on achieving goal of each individual.
- The group's participants are free agents as compared to team members.

7.7 Types of Teams

Here are six instances of teams are as follows:-

1.Functional teams

These consist of members who are local to the region. When working in these groups, you are responsible for different things. In these teams, the leaders or managers are responsible for the functioning of team members.

2.Cross-functional teams

In case of cross functional teams, the members come from the various different department, whereas in functional the members usually are from the same group, this isthe major difference between cross functional and functional teams.

A company wants to repurpose money to establish a new sales division. A cross-functional team made up of representatives from each division is put together by this group. The team members assess their divisions to determine how to repurpose money.

3. Self-managed teams

In these, teams work together and collaborate to accomplish a common goal. Now a days, Small enterprises and startup companies frequently use self-managed teams wher teams share both responsibility and power. It will be profitable from being a part of a self-managed teams.

4.Troubleshooting teams

An organization seeks out solution for every problem to improve their organisational process. These teams need strong communication abilities to solve complex problems.

5.Project team

Group members of these teams, perform duties according to their skills as they come from different departments. These teams have their managers who supervise the work and assign duties.

6.Task-force team

Theseteams are important for companies during crises. In task-force teams, members are exclusively focused on carrying out their individual responsibilities. This is distinct from other teams that frequently combine an employee's regular caseload with the team's.

7.8 Creating Effective Teams

It includes some valuable points are as follows:-

- Value every employee's efforts.

- Value the feelings and emotions of the employees.

- Be precise while speaking.

- Motivate the members of your team to collaborate effectively and with assurance. Remember that the connections team members make with one another are just as important as the ones you make with them. As the team begins to take shape, pay careful attention to how it functions as a unit and take steps to improve relationships by fostering better communication, cooperation, trust, and respect.

- Assign accountability for resolving issues to the group. Permit the group to come up with original concepts together.

- Evaluate the effectiveness of the group by defining the goals and principles for the team. Teamwork should be a requirement for achievement.

- Ensure that you have a clear grasp of the tasks at hand, your criteria for success, the deadlines you have established, and the responsibilities of team members.

- Establish a procedure for achieving consensus. Form study groups to investigate issues and present their findings, and have discussions on advantages and disadvantages of ideas.

7.9 Turning Individuals into team players

1.Choosing: Recruiting Team Players

Some individuals have the necessary interpersonal skills. Managers have three choices when dealing with applicants who lack teamwork abilities. The applicants can receive training to help them become good teammates. Some workers will resist being team players in that choose to redesign jobs around teams, and some may even be untrainable. Sadly, they frequently lose out as a result of the team's strategy.

2.Creating team players through training

Biocon has discovered that in order to be a thriving business, it needs to have employees who are both team players and have strong scientific backgrounds. Biocon grounds performance rewards not only an individual's success but also that of his or her team in order to promote excellence and strengthen teamwork due to the emphasis on teamwork instruction. Paintball, a team sport, is used as a team-building activity by companies like MindTree Consulting and Wipro to teach their workers how to work as a cohesive unit. In paintball, players fight in teams to take out their opponents by shooting balls loaded with vegetable dye from specially crafted gas-action guns. The game "Capture the Flag" is a common one. Two teams, each with a captain, a team name, and a war cry, compete to take a flag that has been put in the centre of the battlefield and plant it on their rival's side. Anyone who is "painted" is eliminated. As players learn to stalk, attack, wait for the adversary, and take advantage of opponents' vulnerabilities, teamwork, strategy, and leadership come into play.

3. Offering Incentives for Being a Good Team Player

A business needs to alter its incentive system to encourage cooperative rather than competitive efforts. The majority of Whole Foods' performance-based rewards emphasize group successes. As a consequence, teams take great care when selecting new members to

make sure they will improve team productivity. (and thus team bonuses). Usually, it works best to create a cooperative environment as soon as a squad is established. It's clear that a quick change in reward structures won't soon replace the low confidence that characterizes the competitive group with high trust. Teams without these problems have consistently cooperative structures.

- **Knowledge Check 2**

Indicate whether each of the following claims is True or False:

1. Depending on their objectives, there are three types of teams [cross-functional, self-managed and problem-solving teams].

2. Teams discuss ways to improve output, quality, and the workplace by working together on problem – solving.

3. A self-managed team has collective control over the work place, job assignments, break schedules, and inspection protocol selection.

4. Cross-functional teams are collections of employees from different departments.

5. Simply put, a task group is a transient cross-functional collaboration.

- **Outcome-Based Activity 2**

What tools do supervisors have at their disposal to make people into Team Players? Talk about each.

7.10 Summary

- In order to accomplish one or more shared goals, a team's members must coordinate their activities. Teams are generally permanent work groups.

- The goals could be to provide guidance to other members of the organization, produce products or services, or complete a project.

- A work team's coordinated efforts produce beneficial symbiosis.

- The environment of social interdependence that is created when a team is formed can either be beneficial or detrimental based on how it is managed.

- Teams today have a significant influence on the workplace.

- They are now an integral component of how the company is conducted.

- Teamwork and group participation are crucial elements of the qualities needed for success in the workplace.

- Teamwork ensures successful output.

7.11 Self-Assessment Questions

1.   Which of the teams you have been a member of has had the best performance? What do you suppose the cause of that was?

2.   Do you have any experience with cross-functional teams? What issue did the squad have the most?

3.   What advantages do the nominal group method, in your opinion, offer a team?

4.   Why are quality rings frequently created top-down? How do they compare to the high-calibre teams?

7.12 References

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Unit-8

Communication

Learning Outcomes:

- Students will learn the "Basics of Communication, the Process & Functions of Communication, Interpersonal Communication and Barriers to Communication".

- Students will understand "Organizational Communication" and Gender differences in communication.

- Students will also learn Silence as Communication and Politically Correct Communication.

Structure:

8.1 Basics of Communication

Our lives are largely devoted to speaking with others. Working in any society requires having the ability to express your ideas and comprehend the feelings of others. Therefore, it should come as no wonder that communication problems are the most common reason people seek couples counselling and are the root of many other problems we face. Here is a straightforward model of communication that can help explain how it actually works, all the ways it can go awry, and what we can do to make it better. It is crucial to have a thorough grasp of how communication works. It is essential to anyone's success in any company. Here, we'll look at a few of the numerous forms of contact. Everybody has a different way of communicating. An individual may use a variety of communication channels, modes, or techniques to get their point across. The act of communicating. There is a moment at which communication starts. The creation of information is the first stage. Putting this information or data into a medium for transmission to the target audience is the second stage. The communication initiator needs to pay close attention to the information's character throughout this process. The effectiveness of their communication will be determined by their communication abilities.

The following kinds of communication are based on the channels of communication:

- Verbal
- Non-Verbal
- Visual
- Verbal

This entails the use of language and words in order to convey the desired message. Verbal communication, in its broadest sense, refers to verbal contact only. However, in terms of communication styles, verbal communication can take either a spoken or written shape. As a result, the verbal version may be written or oral, as will be covered below.

1. "Written Communication": Any replace of knowledge in writing part of this category of "communication". "E-mails, texts, notes, reports, SMS, social media entries, documents, handbooks, posters, flyers, etc., are a few examples".

2. Oral communication: This type of communication uses spoken words, either directly or indirectly, to convey information. This verbal exchange might take place over a channel that only transmits data in the shape of sound. You could speak to each other in person, on the phone, over audio notes, in chat rooms, etc. Everything falls under oral conversation. This method of dialogue is efficient.

3.   Non-Verbal Communication: Communication without words we can say non verbal communication,its all about communication without use of words.

4.   Nonverbal Physical Communication: This is the totality of what can be tangibly observed. For instance, eye contact, touch, gaze, body language, facial expressions, speech tonality, posture, and others. Physical nonverbal communication makes up about 55% of our daily communications, according to a number of experts. These are undetectable messages that our biological wiring picks up. For instance, resting your head on your hands denotes extreme disappointment or rage. Similar subliminal cues will show how you feel about the host or how your audience feels about you.

Paralanguage

This is the skill of interpreting hidden meaning. The tone of one's speech is the primary method of such communication. Nearly 38% of all the contact we conduct each day is of this type. The aim of the conversation is furthered by the manner of speaking, voice quality, stress, emotions, or intonation. These elements are also nonverbal.

Aesthetic Communication

A significant communication tool is an art. The strongest statements can be conveyed by an artist through their paintings or other works of art. In various instances throughout the course of human existence, art has served as a powerful means of nonverbal communication.

Appearance

The tone is established by the first impression. It's a simple fact of existence that people will comment on how you look. Your audience's response is influenced by your appearance, the hue of your clothing, and other factors.

Visual Communication

This is a dialogue using visual tools, such as illustrations, presentations, placards, and drawings, among other things.

Formal & Informal Communication

In addition to the aforementioned forms, there are official and informal forms of communication. The following kinds of formal communication exist:

Vertical: Up and down the organisational hierarchy, information or data flow.

Horizontal: This is the conversation taking place between two organisational levels that are comparable.

Diagonal: This is the interaction between workers from different organisational divisions at the cross-functional level.

The second type of communication is informal or casual, and it consists of regular exchanges between unrelated members of groups.

8.2 Process & Functions of Communication

"The act of exchanging massage (a communication) between two or more people is referred to as communication. Both parties must be able to share information and comprehend one another for communication to be successful. Communication fails if there is a block in the information's movement or if the parties are unable to be understood by one another".

The Sender

Sender sends massage to another person, this could be any thing The sender first think what massage will understand by other for using a launuage understable to both the parties.

The Receiver

The receiver must receive the massage and can understand the massage or decode then only this process will work.

The Message

The sender send and reciver get the information called massage,massage will send in verbal or nonverbal form.

The Medium

"The medium, which is also referred to as the channel, is how communication is transmitted. For instance, text texts are transmitted using Communication device devices."

Feedback

Once the massage delivered and communication done then feedback will come ,feedback is the process where we can get the actual data of reciver.

Other Elements

Of course, the conversation isn't always simple. he following components may influence the way knowledge is communicated, received, and interpreted:

✓   **Noise** is any form of interference that interferes with the spread, treatment, or command of communication. A factual example of this would be static on a phone line or radio, whereas an esoteric example would be misinterpreting a regional tradition.

Below are some of the important functions of communication:

1. Informational Role

We want to share the facts, information, and expertise we have with other people. The majority of our speech exercises in school are focused on gathering and imparting knowledge in order to advance or enhance our knowledge, skills, and inculcation of moral principles. Information is shared in social groups to instruct members on the steps to take to conduct themselves in an effective and efficient manner.

2. Educational Role

In order to teach others what to do, when and where to do it, why to do it, and how to do it, older people, those with important information, and those in higher positions frequently communicate.

3. The Power of Persuasion

You might find yourself wanting to sway other people's perspectives so they will agree with and believe what you are saying about a subject or a problem; in this case, you might consider tactics to convince them to alter their viewpoints or opinions and make the appropriate decision.

4. The Motivational Approach

We use communication to persuade and nudge people into action so they can accomplish their aims or life goals. We employ encouraging language to help them understand that their activities have a positive impact on their well-being.

5. Aesthetic Function

We appreciate and enjoy using communication.

6. Emotional Expression or Therapeutic Function

Health is maintained and improved through communication. Have you ever found yourself discussing sensitive issues with a friend? Have you spoken to your instructor about how you're doing academically? Sometimes, talking to someone does not entail needing their assistance; rather, we speak to someone to express our feelings. After the conversation, we are in a much better frame of mind to reflect on the issues that are bothering us.

7. Regulation/Control

People use speech to keep a tight grip on the attitudes and actions of others. When you appear to lose control over your routine, studies, or relationships, among other things, your parents use it to direct, encourage, or discipline you. In the classroom, your instructors and managers use communication to focus your efforts on acquiring new abilities, expanding your knowledge, enhancing your competencies, and ingraining moral principles. Leaders and managers use communication in the workplace to either retain control over their staff and the working environment or to motivate them. The public may be urged by the media to use a new good or service, to back a cause, to demonstrate against it, or even to vote out elected officials.

8. Interaction with Others

Relationships with other people can be established, continued, controlled, or even ended, thanks to communication. We typically create a pleasant environment at home, school, and work by introducing ourselves and sharing pleasantries with those we come into contact with. We also demonstrate our openness to new students or colleagues by grinning at them and engaging in conversation with them on any subject in an effort to get to know one another and create a sense of "belonging." Similarly to this, we stop talking to someone when our connection with them soured. Our nonverbal cues let the other individual know that we are trying to communicate with them in order to break the dialogue.

Additionally, conversation aids in our understanding of both the people around us and our own selves. As people respond to what we say and do, it helps us reflect on what we already know about ourselves. By observing others' actions and paying attention to their views, beliefs, preferences, and feelings, we can also gain an understanding of how other people feel and behave. When communicators freely share their thoughts, ideas, and emotions with others, they usually nourish and deepen those relationships by encouraging other people to evaluate themselves in order to assimilate and accommodate different points of view. These endeavours result in relationships that are more meaningful. In business, communication

serves three crucial purposes: informing, persuading, and fostering goodwill among those who work for and with the company (employees, staff, and leaders).

8.3 Interpersonal Communication

Interpersonal communication is the communication where two or more person exchange the word,massage,emotion in verbal and nonverbal sender send the massage ,recever receive the massage must understand the massage.

Types

To begin, it is necessary to categorise interpersonal communication into four different kinds.

1.   Verbal: Verbal communication is a type of interpersonal communication in which an individual express or exchange their ideas, thoughts, beliefs, etc. Through speaking or orally.

2.   Written Language: It is a type of interpersonal communication where an individual express or exchange their ideas, knowledge, thoughts, etc. Through writing.

 Here, individuals use written mode of communication as a medium of exchange. For example:- newspapers, articles, emails, etc.

3.   "Non-Verbal": This last type refer gestures, tone of speech, body language, and facial expressions.

Components

After defining the various forms of interpersonal communication, we can move on to comprehending this idea by dissecting it into six distinct components to provide an explanation of what interpersonal communication is.

1.   The Communicating Parties: communication parties always sender and reciver.we need atlease two parties for communication.

2.   The message Itself: This component addresses the content in all conceivable vocal and nonverbal forms.

3.   unrelated Noise: Anything that disrupts, distort, or overwhelms communication is referred to as noise. This component consist of everything from audible distractions (such as traffic noises or a crying newborn at the table across from you) to more conceptual issues like cultural misunderstandings, overused business jargon, acting uninterested, or inappropriate body language.

4.   Feedback: Although this component blurs the "sender and receiver" distinction, it is diverse enough to be treated as an independent entity. Only immediate responses to a communication sent constitute feedback. Feedback can take many different forms, including

verbal (such as "I agree" or "I'm confused; what do you mean?") and nonverbal (such as changes in posture or body language).

5.   Context: Have you ever heard the expression "Read the room!" in this context? This means that the speaker should be aware of the listeners' environment and overall mood as well as where they are. Physical location, audience mood/emotional climate, and societal context are all examples of context.

6.   The Channel: "This component encompasses moving the message from the sender to the receiver and pertains to vision and speech".

Principles

One more collection of breakdowns must be discussed. You should keep these four guidelines in mind whenever you speak with others. Your interpersonal communication skills will advance, and your words will be more persuasive if you do.

1.   It's Unavoidable: You will unavoidably engage with people in some capacity if not you are a recluse living in a fissure. Due to something like a quarantine, you will still have the chance for interpersonal contact even if you are confined to your home. (e.g., phone, Skype, texting).

2.   It's Irreversible: You may be acquainted by the idiom "I can't unsee that." This is irreversible. What you have written or said is irrevocable. People don't forget words easily, even if you attempt to make amends by apologising or trying to retract your remarks. And keep in mind that internet material is permanent.

3.   It's Complicated: The processes of speaking and listening ought to be obvious. Unfortunately, interpersonal communication is fraught with pitfalls, and daily living is complex. Not everyone has the same point of view, is similarly skilled at spotting minute clues, or understands the hint. Some speakers assume that their listeners will understand everything they say because they must clearly share the same perspective.

4.   It's Contextual: There are moments when we have no control over how or in what setting a person hears our message, their state of mind or mindset, or their level of understanding. However, this refers once more to the section on interpersonal communication elements, especially the context.

Examples

These typical instances of interpersonal conversation are provided. You'll see that they make mention of various forms of interpersonal contact.

1.   Emails:

2.   Phone calls:

3. **Presentations:**

4. **Text**.

8.4 Barriers to Communication

The process of communication any barrier in proper communuication like any difficulty make communication not proper in any form.Sender send the information but reciver not recive the imformation because some kind of intruption

Semantic barriers: Language obstacles are also referred to as semantic barriers. Ineffective contact between the sender and the receiver is the root cause of these barriers. Semantic barriers in conversation can be seen in the following situations. Poor message quality: When a message is communicated, it should be clear and simple to understand so that the recipient can easily understand the information being imparted.

A manager, for instance, is speaking to a group of employees who can comprehend and speak Bengali in English. Because they won't be able to comprehend what the manager is saying, the employees will become confused.

1. **"Technical language:** When the communication is being sent, and the recipient is not familiar with the terms, language barriers can also occur. By serving as a barrier to effective communication, it causes confusion and misunderstanding between the sender and receiver".

2. **Organisational barriers:** Organisational barriers are those barriers that happens in the organisation. These are the obstacles in the flow or exchange of information within an organisation.

3. **Physical barriers**: These are those that develop because of things like broken machinery, noise, locked doors, and cabins. These things lead to distorted information being sent from sender to receiver, which leads to improper communication.

4. **Physiological barriers:** When both parties not understand the communication, the barrier creates.

8.5 Organizational Communication

All forms of "communication used by a business and its employees fall under the umbrella of organized communication. Both internal and external staff contact falls under this category. Formal communications are frequently intended to have a consistent message, with all messages adhering to a broader communication strategy

- The tone and culture of the company are established by the CEO and senior management.

- HR make document for other employee.

Types

1. informal communication"

When communication is not professional called informal communication.

"Formal communication"

Any communication with professional mode with proper official code in office premises with the use of official equipment.

2. "Directional communication"

The communication comes from the authority tom to bottom.

"Upward communication"

Communication where employee talk to their superior and Manager communication way bottom to top.

Horizontal communication

Two employee working in same level or team working in same level kind of communication comes in horizontal communication.

Oral communication

The ability to inflect your speech while speaking allows for more dynamic exchanges when communicating verbally.

Written communication

The inability to convey tone when using written dialogue is the key difference. **3. External**

Internal communication

Communication with in the employee or some time public massaging through proper channel.

Components:-

1. **Top-down structure:**

2. **Training:**

3. **Employee handbook**:

4. **Feedback-gathering techniques:**

1. **Measuring outcomes:**

2. **Managers can establish employee policies thanks to it**

3.   **It makes it simpler to react to unplanned occurrences**

4.   **It maintains the unity of purpose among all employees**

5.   **It keeps the workplace optimistic**

6.   **It encourages development and transformation**

7.   **It enhances the reputation of your business**

8.6 Gender differences in communication

We should be conscious that there is a huge variety in communication styles and practices within each gender before we examine the differences. The majority of women and men have a wide range of conversational and speaking abilities at their disposal, from which they can choose anyone, depending on the circumstance, their goals, the part they are playing, and the context. Men prefer to talk for longer than women in mixed-gender settings, in public settings, and in many casual conversations. In one experiment, the males with expertise spoke for a longer period of time than the women. In general, males seem to start more conversations than women do. Men are also more apt to speak up during other people's conversations. Women are more likely than males to be interrupted during faculty meetings, according to a study on the subject. Women sometimes encounter interruptions from other women. When interrupting, women tend to stop other women more frequently than they interrupt men. Additionally, women are less likely than males to actively resist interruptions, which increases the likelihood that one will succeed. Regardless of their position within the company, men are more likely than women to take the "floor" during meetings and to hold it for a longer period of time.

Women are less engaged in reacting to papers at professional conferences. Women spend less time than men do when asking a question. They address the core problem more quickly. Additionally, they are more likely to ask personal inquiries and are less likely to ask multiple questions. Women show a wider variety of language skills when the conversation is casual and collaborative. People build a concept together, communicate on the same frequencies, and have substantial conversational overlaps in this type of conversation, which is where women excel.

8.7 Silence as Communication

In this people not use the word or written communication they understand the communication with the help of emotion and others.

1. **Encourages relationship communication that is good**

Thios will encourage the relationship beause communication makes relation ship strong.

2. **Enables attentive attention**

When a listener is preoccupied with thinking through their answer rather than paying attention to what the other person has to say, effective communication frequently suffers. Before responding, taking a moment to consider

Silence can lead to misunderstandings.

Silence during a discussion can have a variety of meanings that can vary from person to person. It can also inadvertently convey hostility or rage. Additionally, keeping your mouth shut when someone asks you a query can make them uncertain of your feelings.

1. **Negative silence interactions can be harmful.**

Relationships can suffer from tactics like the silent treatment, in which one person cuts off contact with another out of rage. This strategy may be employed by those who suffer from narcissistic personality disorder to influence and control others.

According to research from 2020, silence is a very effective communication instrument on its own. The key is knowing how to apply it. This is how:

- Employ motions. Use your eyes, hands, and body language to show attention while listening to others in silence. For instance, maintain eye contact if the other person is okay with it and nod to show that you understand what they are saying.

- Before saying, pause. Give questions some breathing room during a crucial conversation, such as a work interview. This can stop you from saying too much that isn't necessary and give you time to think of a suitable answer.

- For effect, use silence. You can use silence to lend weight to your statements. For instance, consider pausing after you say something impactful and crucial to you so that your point can really sink in.

8.8 Politically Correct Communication

Nowadays, communicating without upsetting particular groups is more difficult than it might first appear. Some people take offence when a particular politician sends out scathing messages, while others become extremely enraged when another politician makes covert remarks. In the interim, using proper language in the business world has also grown to be expected. You only need to consider the sponsors' response to the originally suggested

"World Cup song by the rapper Damso for the Red Devils team, which was deemed to be misogynistic. And recent clumsy communication about the Bruges Christmas or Winter market proves that it has merely turned into a social event. For this reason, a lot of communication specialists investigate what politically correct communication truly entails. The term "politically correct language" is not one that is particularly well defined. We can start by discussing the politically correct aspect of the phrase since it has two components". What can we learn from Wikipedia? the subsequent. It's much simpler to describe what "politically correct" means. Politically correct communication calls for truthful, accurate, reassuring, and constant communication. That has a lot of words in it. Consistent communication prevents misunderstandings by being truthful.   In this sense, being politically correct is similar supporter or the opponent? This further divides the argument. This implies that there will never be a consensus on politically correct communication. Experts in communication will have to adapt to it, ideally in a creative manner. It necessitates ongoing practice evaluating terms, words, and expressions. Adapting to a changing environment and a changing world requires a broad range of flexibility and adaptability.

8.9 Summary

- The adhesive that holds an organisation together has always been communication.

- It is now more difficult than ever for managers to create strategies that can endure market shocks.

- Many managers make poor decisions because they do not properly consider how those decisions will affect communication, which has a detrimental effect on the efficacy of the organisation.

- The study, analysis, and criticism of communication's function in organisational contexts constitute the subject of organisational communication.

- The history of the subject can be found in business information.

- Travelling presents a task to anyone's capacity for problem-solving, and someone with a disability is no exception.

- Regarding religion, people all over the globe have varying beliefs and expectations.

- Political correctness obstructs genuine discourse by acting as "excess baggage" or "barriers" in cross-cultural interactions.

8.10 Self-Assessment Questions

1.   Explain communication with an example.

2.   Discuss various types of communication.

3.   Discuss different types of communication barriers.

4.   State some major steps to remove obstacles in communication.

5.   Explain the importance of communication in an organisation.

8.11 References

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Unit-9

Leadership, Issues in Leadership, Power and Politics

Learning Outcomes:

• Students will learn about "Charismatic and Transformational Leadership, Authentic Leadership, and Trust and Servant Leadership".

• Students will understand about the leader as the mentor, "Bases of Power, and Dependency: The Key to Power".

• Students will learn about "Power Tactics, Power in groups, Unequal power in the workplace and Politics: Power in Action"

Structure:

9.1 "Brief on theories"

9.2 "Charismatic and Transformational Leadership"

9.3 "Authentic Leadership"

9.4 "Trust and Servant Leadership"

9.5 "Leader as the mentor"

9.6 "Bases of Power"

• "Knowledge Check 1"

• "Outcome-Based Activity 1"

9.7 Dependency: The Key to Power

9.8 Power Tactics

9.9 Power in groups

9.10 Unequal power in the workplace

9.11 Politics: Power in Action

9.12 Causes and consequences of political behaviour

• Knowledge Check 2

• Outcome-Based Activity 2

9.13 Summary

9.14 Self-Assessment Questions

9.15 References

9.1 Brief on theories

To succeed, every squad requires a leader. Imagine the world's best performers playing in an rock band without a instrumentalist. Without a player, even if every performer in the ensemble could participate every note perfectly on their own, The same concept applies to states, corporations, and local communities. Without a supervisor, nothing will ever work well.

Important Leadership Theories

1. "Great Man Theory"

According to the "Great Man Theory," or "Great Person Theory," As per theory great leader not made they born they have charm,strong personality and others things toget right position.

2. Trait Theory

Trait theory very similar to great men theory because it's also see the leader's character charm,potential,qualities and strong emphasis on person appearance, age, Knowledge,intelligence.

3. Contingency Theory

This theory focus on various leader style and most suitable leadership style. It says not a single leadership style work, its depend upon the situation what kind of leadership style work.

4. Situational Theory

It says there no single suited leadership style work. It's all about the circumstances and nature, variousfactors, goal and task and many others things. This is good combination of leadership style and followers of leaders.

5. Behavioral Theory

The theory holds that effective leadership is the product of many learned skills. in order to lead their followers: technical, interpersonal, and intangible. Human skills are the capacity to interact with others, technical skills are the ability to use a method or technique, and conceptual skills are the capacity to come up with ideas for effectively managing a group or society.

9.2 Charismatic and Transformational Leadership

A leader's personality is heavily emphasized in the leadership strategy known as charismatic leadership. A successful boss typically possesses strong interpersonal communication abilities and is persuasive. These skills are used to influence colleagues and superiors to

adopt a different point of view. They might also use their charm to sway other employees to support a particular organizational cause or take a particular strategy to a project. A charismatic boss might, for example, lecture a staff member into joining a new project.

Most often, charismatic leaders:

- Make sure their staff members have suitable channels for expressing their ideas and opinions.

- They can lead big organisations because of their ability to effectively communicate their ideas to lots of people at once.

- They encourage their staff members to share the same goals.

- They make critical business choices on their own before delegating tasks to subordinates.

Transformational leadership places a strong importance on a leader's capacity to encourage and motivate their team members to make changes for the benefit of the company. Leaders who frequently use this style of leadership inspire followers with their common goal. They also work to support the professional growth of the employees under their guidance in order for them to become valuable assets to the company as a whole. Transformational leaders have the ability to foster a collaborative work atmosphere within their teams because they possess strong interpersonal skills and a propensity to be sincere and real in their interactions with others.

Typically, transformational leaders:

- Help their subordinates improve personally and professionally, fostering long-term growth

- Create an atmosphere and culture that are productive for their staff members, increasing morale

- Together with their subordinates, they should develop a common vision and then help them to fully embrace and support it.

- They believe their subordinates can make decisions in line with the organisation's values and purpose, so they give them a lot of latitudes to do so.

9.3 Authentic Leadership

1. **Self-awareness**
2. **Balanced and fair handling**
3. **Relationship openness**

4.   Long-term focus

5.   Mission-driven

9.4 Trust and Servant Leadership

It takes time and effort to change from a command-and-control environment to one where managers and direct reports collaborate to accomplish goals. The term "servant" causes some leaders to pause. They believe that servant leadership entails turning over authority to their immediate reports, which will then be able to make all the decisions and hurt the business's bottom line. Organizations led by servant leaders actually consistently outperform those managed by hierarchical leaders. The two pillars of servant leadership—vision (strategic) and direction (operational)—must be in place in order to establish a genuine servant leadership mindset. Everyone in senior leadership positions needs to be committed to servant leadership principles and prepared for the change.

Those with a traditional authoritarian leadership style set themselves apart from those with servant leadership and strong trust. In the past, a person's position or access to resources has helped to validate their authority and set them as a leader. However, servant leaders and leaders who are built on confidence rely on a much deeper well. They extend their confidence and provide service first. They give to and worry about others. They can therefore command much more legitimacy and long-term respect from those they serve because their influence has been built over a longer time. An organization that practices servant leadership has a more successful workforce that is happier, safer, and empowered. Setting objectives, encouraging them when they accomplish them, and refocusing them when they veer off course are all characteristics of servant leaders. By adapting their leadership style to each team member's stage of development in relation to the job or objective they are working on, they enable their team members to succeed. The best method to build great relationships and great outcomes is through servant leadership.

Successful worker leaders are modest. They aren't afraid to acknowledge their ignorance. When things go well, they credit the other members of their team, and when they don't, they accept accountability. Servant leaders inform their followers, elicit their opinions, and express gratitude for their efforts. They establish an empowered atmosphere where team members are free to offer ideas and make mistakes. Servant leaders lead with love, partner for success, and practice what they preach. Building trust over time takes a thorough and persistent strategy. Because servant leaders behave in ways that inspire confidence, servant leadership is essential for leaders who want to foster it among their team members. They are

trustworthy and priorities the requirements of their community over their own. And trust in a leader increases when followers think they have their best interests at heart and are supported in reaching their objectives. People gain confidence by acting in a trustworthy manner.

9.5 Leader as the mentor

Through mentoring, a more knowledgeable individual (the mentor) instructs and trains a protégé who has less expertise in a particular field.

- Discuss information and abilities relevant to the position.

- Describe the organisation's unwritten code of conduct and behaviour.

- Stop the protégé from acting improperly and making errors.

- Give pertinent information about corporate issues.

- Continue to offer mental support and direction so that the protégé can gain knowledge and skills over time and be independent.

When a youthful being enters a company, he wants assistance from a more experienced individual to direct his hard work, exact his errors, and get him back on track. Such a person typically holds a senior post and is older, Developing a relationship of confidence between the mentor and the protégé

- modelling appropriate behaviour for children

- hearing the protégé's concerns about their jobs.

- assisting him in identifying different means of resolving the issues

- addressing his emotional requirements without turning him into a ward of the mentor

- establishing a long-lasting partnership founded on mutual understanding and trust.

9.6 Bases of Power

Managing is much more than just assuming the lead. Even if workers were content to follow orders, a manager's ability to bring out the best in their workforce is crucial to gaining a competitive edge. According to this enlightened conception of management, authority derives from more than just have a work that gives you the authority to give instructions. Managers must therefore understand the various bases of authority. These foundations could be structural or psychological.

Power's Structural Basis

The organisation's work processes and communication channels have an impact on the level of power a specific group or person wields. The power of a group or person is depicted in the

Figure below based on three factors: the capacity to reduce uncertainty, the absence of alternatives, and the importance of activities in achieving organisational goals.
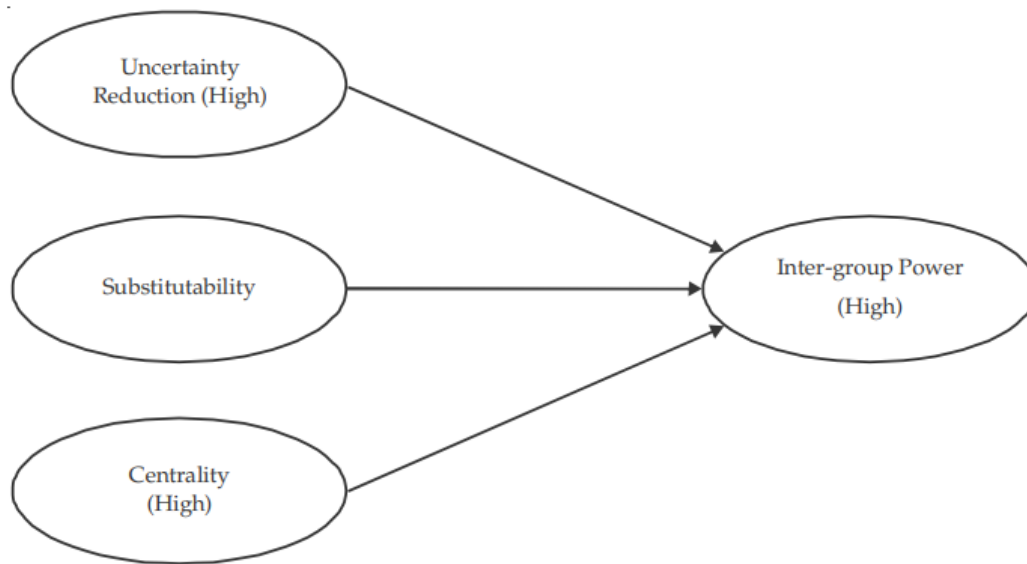
1.Reducing Uncertainty: Organizations must function in the face of unpredictability in their primary resource bases, including money, technology, basic materials, supplies, and supplies and equipment. Those with influence in the organization are those who can lessen ambiguity. Basic techniques for lowering doubt include:

(a)Resource Control: When groups or individuals obtain difficult-to-obtain resources and maintain access to them, they achieve resource control. In these circumstances, groups in charge of resources can lessen ambiguity for other group by granting admittance to the required resources.

(b) sequence Control: Members of an organization with the ability to provide necessary information have influence because they can make others feel less unsure. The significance of information power is increasing as a result of changes in technology and organizational systems

(c)Making decisions Control: The organizations and people who decide how to use rebases also have a fair amount of influence. By making and communicating choices that have an impact on other members of the organization, the decision-makers should be able to reduce uncertainty. Those who have decision-making control over basic policies and practices, such as what the government will create and who its goal souk will be are those who gain power.

2. Substitutability: A person's or a group's substitutability is inversely correlated with their influence. People have authority because it is difficult to replace them. In other words, businesses cannot locate a replacement for their expertise. It's not always advantageous to have employees who are difficult to substitute. Employees risk missing out on opportunities

for advancement or career development if managers perceive them as necessary for a specific job. Additionally, if an employee becomes identified with a specific position or method of operation, organizational adjustments may make him or her largely unnecessary.

3. Centrality: Central organizations influence workflow and have numerous connections to other groups. As a result, individuals and organizations in a central position typically possess greater power than those in a peripheral one. These individuals have control over important data and other resources.

- **Knowledge Check 1**

Fill in the Blanks:

1. The capacity to influence people in a desired way may be potential or actual, depending on the context is called _____.

2. Power happens in transactions between an _____ and a _____ as an exchange relationship.

3. The aim is the object of the effort to use power, and the.......................... is the individual doing the using.

4. _____ relate to how the individual in authority and those who are influenced by them interact.

5. Groups that influence workflow significantly and have a lot of links to other groups are considered to be _____.

- **Outcome-Based Activity 1**

Discuss the bases of power in a group.

9.7 Dependency: The Key to Power

We tend to view power as a property rather than as a result of interpersonal interactions. The issue with this formulation is that it suggests that the individual with less power is, in a sense, stuck with the short end of the stick. That is, until he or she, frequently through conflict, wrests the authority away from the one who possesses it. That is occasionally how power dynamics shift. But a large portion of the power we lack comes from our open distribution of it. We've made the decision to rely on someone else for something valuable. Maybe it's adulation, approval, affection, support, or something more concrete. We encourage our own powerlessness if we are unaware of how much power we are giving away and if we are not adequately cautious about the type of recipient.

Why does this matter? It implies that whenever we grant someone power, such as when we ask someone for approval, it is unlikely to grant it. It's normal to feel like there is no chance if he or she is the only one who can give us what we need. Instead, we should consider whether (1) what we are looking for is actually as important as we believe it to be and/or (2) whether the obstinate source is the only one that can provide it. You give your immediate supervisor the power to treat you poorly if you ask them for work approval when they don't want to give it. Why would you do that? Is this approval really so crucial that you should put yourself through a series of rejections? Can you wait until there is a different source option? If you need the confirmation right away, you should look into alternative methods of getting it. Can your co-workers give you the motivation you need? Have you contemplated asking your friends, family, or even yourself for similar validation through your volunteer work? Power can be reduced or removed to the degree that dependence on the person who won't give you what you want can.

Seeking what others won't or can't offer us is a big part of what causes us misery in life. We continue to grant the wrong people power by allowing them to decide our level of happiness. When you feel depleted of something significant, ask yourself if the wrong individual or people have been given power. There might initially seem to be no other option. But realizing there is one and that you have an option in the matter can be incredibly liberating.

9.8 Power Tactics

Influence is the process of influencing another person's ideas, behaviour, or emotions. The other individual may be a co-worker, the boss (upward influence), or a worker (downward influence). (lateral influence). We can examine specific political behaviour to comprehend how employees increase their influence in organisations. In order to acquire and use power in an organisation to further personal and other goals, people must either determine how best to use already-existing resources or look for new ones. Influence techniques can be divided into eight categories. Below is a summary and description of them:

Tactics	Description	Examples
Pressure	The person uses demands, threats, or intimidation to convince you to comply with a request or to support a proposal.	If you don't do this, you're fired. You have until 5:00 to change your mind, or I'm going without you.
Upward appeals	The person seeks to persuade you that the request is approved by higher management, or appeals to higher management for assistance in gaining your compliance with the request.	I'm reporting you to my boss. My boss supports this idea.
Exchange	The person makes an explicit or implicit promise that you will receive rewards or tangible benefits if you comply with a request or support a proposal, or reminds you of a prior favour to be reciprocated.	You owe me a favour. I'll take you to lunch if you'll support me on this.
Coalition	The person seeks the aid of others to persuade you to do something or uses the support of others as an argument for you to agree also.	All the other supervisors agree with me. I'll ask you in front of the whole committee.
Ingratiation	The person seeks to get you in a good mood or to think favourably of him or her before asking you to do something.	Only you can do this job right. I can always count on you, so I have another request.
Rational persuasion	The person uses logical arguments and factual evidence to persuade you that a proposal or request is viable and likely to result in the attainment of task objectives.	This new procedure will save us $150,000 in overhead. It makes sense to hire John; he has the most experience.
Inspirational appeals	The person makes an emotional request or proposal that arouses enthusiasm by appealing to your values and ideals, or by increasing your confidence that you can do it.	Being environmentally conscious is the right thing. Getting that account will be tough, but I know you can do it.
Consultation	The person seeks your participation in making a decision or planning how to implement a proposed policy, strategy, or change.	This new attendance plan is controversial. How can we make it more acceptable? What do you think we can do to make our workers less fearful of the new robots on the production line?

Strategy or Tactic	Description	Example
Sponsorship	Commitment to an idea or project by a manager who uses his or her political power to support it.	Through rational persuasion or appeals, you convince a higher level manager that your idea is a good one.
Whistle blowing	Inform an outsider such as a news reporter or government agency about an organization's unethical or illegal behaviour.	Charges of sexual harassment or other misdeeds that hurts the organization's reputation.
Control of resources	Seeking and exercising control over information, funding and other resources.	Managers with relatively greater power may keep people waiting.
Attack on others	Minimizing the successes of others and drawing attention to their failures	For example, scapegoats, people blamed for negative outcomes.

9.9 Power in groups

Another straightforward idea that is frequently overcomplicated by well-intentioned experts working in the field of organizational psychology. You have more time to take action if you avoid complications. Understanding group power will make it simpler for you to recognise chances to influence more successfully. You can use the group to your advantage and increase your power. To put it simply, group influence in organisational contexts is:

"the combined ability of a group of individuals to exert influence"

specified the difficulty of group communication, trying to recognize group message without taking notions of control into account is naive. Depending on how we understand other people's messages, People frequently use their status and power to influence other people in groups. During the storming stage of group growth.

9.10 Unequal power in the place of work

The bargain power among employers plus workers is inherently skewed in favour of employers. However, there is a pervasive assumption in "ECONOMICS, POLITICAL SCIENCE, LAW, and PHILOSOPHY that this is an equal power partnership. This false presumption weakens our legal protections at work and our freedoms both inside and outside of the workplace. It causes inequality and salary stagnation. Additionally, it undermines representative democracy and public participation". The Economic Policy Institute (EPI) seeks to disprove this notion with the Unequal Power initiative The presumption of equal authority needs to be disproved because:

1.   It results in a dearth of freedom both at work and elsewhere.

The presumption of equal power allows employers to subject workers to secret, authoritarian systems of power at work and restricts freedoms like free expression outside of the workplace by assuming that workers have the right to work somewhere else if they don't like it, which prevents exploitation.

2.   It undermines the rights and safeguards of employees.

Courts use the presumption of equal bargaining power to defend limitations to employee rights and protections, from at-will employment to forced arbitration in workplace disputes to so-called right-to-work legislation, defying common sense and economic evidence. Constitutional, statutory, and legislative employment safeguards are constrained by the equal power assumption.

3.   It undermines representative democracy and public participation while ignoring problems with workplace governance.

Workers are unable to unionize and participate in free speech at work, which are the cornerstones of civic engagement, without rights and protections. Unfair bargaining power eliminates employees' voices from democracy itself as well as from workplace governance.

4.   It supports structural racial and gender prejudice.

According to the equal power model, discrimination is impossible in a labor market where there is competition because employers must offer salary that be properly aggressive. This, however, ignores the significant role that universal racial discrimination, sexism, and lack of

nationality participate in employees' reward and treatment, and it makes it more difficult to hold employers responsible through collective bargaining and lawful actions.

9.11 Politics: Power in Action

People want to occupy a niche in order to influence others, gain recognition, and progress in their careers. Politics and power go hand in hand, with activities targeted at gaining power and using it to further interests—personal or organizational—that may be either. "Those activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization," according to "D. Farrell and J.C. Petersen, are considered political behavior in organizations". The table below lists common methods that people engage in political behavior.

	What They Can Influence	Advantages	Drawbacks
Face- To-Face Methods			
Exercise of power based on position.	Behaviour within zone that the other perceives as legitimate in light of the obligation.	Quick – requires no outlay of tangible resources.	If the request is outside the acceptable zone, it will fail; if it is too far outside, others might see it as illegitimate.
Exercise of power based on perceived expertise.	Attitudes and behaviour within the zone of perceived expertise.	Quick – requires no outlay of tangible resources.	If the request is outside the acceptable zone, it will fail; if it is too far outside, others might see it as illegitimate
Exercise of power based on identification with a manager.	Attitudes and behaviour that are not in conflict with the ideals that underlie the identification.	Quick – requires no expenditure of limited resources.	Restricted to influence attempts that are not in conflict with the ideals that underlie the identification.
Exercise of power based on perceived dependence.	Wide range of behaviour that can be easily monitored.	Quick – can often succeed when other methods fail.	Repeated influence attempts encourage the other to gain power over the influencer.
Coercive exercise of power based on perceived dependence.	Wide range of behaviour that can be easily monitored.	Quick – can often succeed when other methods fail.	Invites retaliation – very risky.
Use persuasion.	Very wide range of attitudes and behaviour.	Can produce internalized motivation that does not require monitoring; requires no power or outlay of scarce material resources.	Can be very time-consuming – requires other person to listen.
Combine these methods.	Depends on the exact combination.	Can be more potent and less risky than using a single method.	More costly than using a single method.

Organizational politics are a reality. Politics is a game people engage in for the following reasons:

1.   Individuals and groups with various beliefs, objectives, and interests make up organisations.

2.   Organisations have a finite amount of resources. Members are compelled to fight for the organisation's scarce resources as a result.

3.   The majority of choices must be made in an uncertain environment. Organisational members will exert whatever impact they can to skew the facts in favour of their objectives and interests.

Organizations cannot and should not do away with politics. However, managers can act proactively and control the inevitable political behavior.

1.   Transparency and open communication tend to decrease the uncertainty, which is a form that tends to boost opinionated performance.

2.   Describe standards for performance. This can be achieved by using precise, measurable objectives and by clearly establishing the link between achieving goals and rewards.

3.   People frequently engage in political behaviour when they feel left out of the organisation's decision-making procedures. Therefore, participative administration is crucial.

4.   Effective resource management is crucial. Explain how resources are allocated. As a result, bad political behaviour is discouraged.

5.   Promote teamwork among job groups. This can encourage work teams to work together by awarding cooperative behaviour.

9.12 Causes and consequences of political behavior

Individual Elements

•   The Machiavellian personality feels at ease using politics to advance his or her own interests.

The propensity to seek illegal means of political action will depend on how much a person believes in the organization's perceived alternatives and success expectations.

•   A person is less apt to use illegal means the more they have invested and the more they stand to lose.
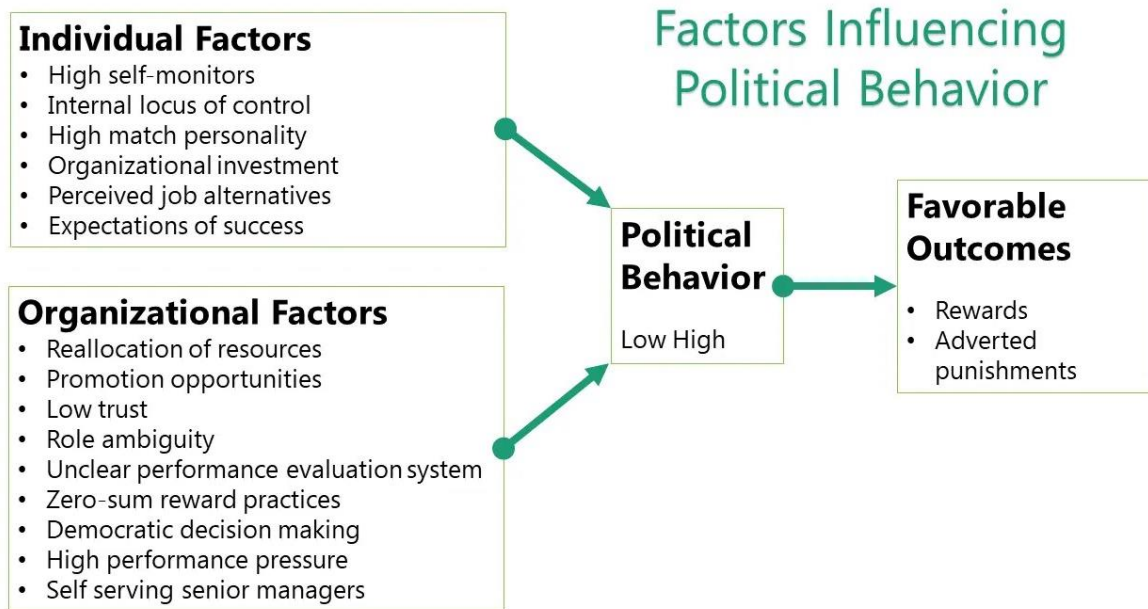
•   The likelihood that a person will take a chance on illegal political actions increases with the number of alternative employment prospects, reputation, or powerful

Organisational elements

Political action likely depends more on organisational traits than it does on individual differences. Politics is more likely to come to the surface when an organisation's resources

are decreasing, when the current pattern of resources is shifting, and when there is a chance for promotions.

- One of the most politically charged choices in organisations is the one regarding promotions, according to research.

- The level of political behaviour rises, and the likelihood that it is illegal increases the less confidence there is within the organisation.

- Role ambiguity occurs when the employee's expected actions are unclear.

- The range and purposes of the employee's political activities are less constrained.

- One can participate in political activity with fewer chances of it being seen the more role ambiguity there is.

- Subjective performance criteria in the evaluation process; uncertainty is caused by subjective performance criteria.

- Single-outcome metrics promote taking any required actions to "look good."

- Made by one individual or group must be at the expense of those made by another.

- This promotes putting others in a bad light and making your own work more visible.

- Not all managers will definitely support making organisations less autocratic by asking managers to act more democratically.

- Some managers have no wish to share their power with others.

- As a consequence, managers, particularly those who started their careers in the "1950s and 1960s*", might use the necessary committees, conferences, and group meetings in an unintentional manner.

- Employees are more apt to engage in politicking the more pressure they are under to perform well.

- When someone believes that the next "whatever" will determine the course of their entire career, they are motivated to take all required precautions to ensure a positive outcome.

- Politicking is encouraged when staff members observe top management acting effectively and politically.

Factors Influencing Political Behavior

Individual Factors
- High self-monitors
- Internal locus of control
- High match personality
- Organizational investment
- Perceived job alternatives
- Expectations of success

Organizational Factors
- Reallocation of resources
- Promotion opportunities
- Low trust
- Role ambiguity
- Unclear performance evaluation system
- Zero-sum reward practices
- Democratic decision making
- High performance pressure
- Self serving senior managers

Political Behavior

Low High

Favorable Outcomes
- Rewards
- Adverted punishments

Four ways that politics and influence affect organisational productivity include;

1.   Positive Types of Power

Increasing productivity is one aspect of positive power in a company. Giving workers decision-making authority, rewarding them for good work, and elevating them to supervisory positions are all examples of how to do this.

2.   Creating Awareness

Limiting political behaviors within the company requires raising awareness. Understanding the causes and effects will aid organizational members in avoiding the urge to engage in political scheming.

3.   Be a Good Role Model

It is well known that high-level employees serve as examples for lower-level workers and set the bar for behavior. Managers who engage in political endeavors encourage similar behavior in their subordinates. If managers don't set a strong example of honesty and reasonable treatment of others in their behavior, it will be difficult to control the political actions of their employees.

4.   Watching Game Players

Another strategy for reducing the impact of political conduct in games is to observe players and correct them right away. A subordinate must be confronted and informed that any unethical political behavior would not be allowed if it is discovered. A wink at such an act is a surefire method to motivate the person to repeat the political ploys.

- **Knowledge Check 2**

True or False:

1.   Power will not be exercised when individuals gather in groups.

2.   No one ever wants to carve out a niche in which to gain power, accolades, and job advancement.

3.   The idea of politics is only tangentially related to power.

4.   Illegitimate political behaviour is any action that goes against the unspoken norms of the game.

- **Outcome Based Activity 2**

Prepare the presentation on politics in the workplace.

9.13 Summary

- Dealing with power and politics is the hardest aspect of business life.

- There are some businesses that engage in more political action than others, for better or worse.

- The capacity to influence others in a desired manner is referred to as having power.

- It concerns the interaction between those in a position of authority and those who are influenced by them.

- Typically, the more power politics have over a person's ability to perform, the bigger the business.

- People need authority in order to succeed in the corporate world.

- Powers come in a variety of forms.

- They all have benefits and drawbacks.

- Power can be used to an organisation's advantage or detriment.

- Politics can be employed for both personal gain and without causing damage to others as well as harm to others.

- Influence is the process of influencing another person's ideas, behaviour, or emotions.

- Organisational lawmakers are those who abuse their position of authority in organisations.

- Power is derived from a person's education, skill, or talent.

- Reward power is the term used to describe a person's ability to influence rewarding results.

9.14 Self-Assessment Questions

1.　　What qualities do you look for in a candidate? What kind of force does he possess to draw you to him?

2.　　What show of strength or political gambit would you engage in to become your perfect employee?

3.　　Why do you favour reprimanding someone more than rewarding them?

4.　　An organisation benefits from internal politics. Discuss.

5.　　No employee aspires to advance in his or her job without also aspiring to power. Do authority and development coexist?

9.15 References

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