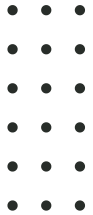




# Organizational Behavior



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# Organizational Behavior

## Course Outcomes

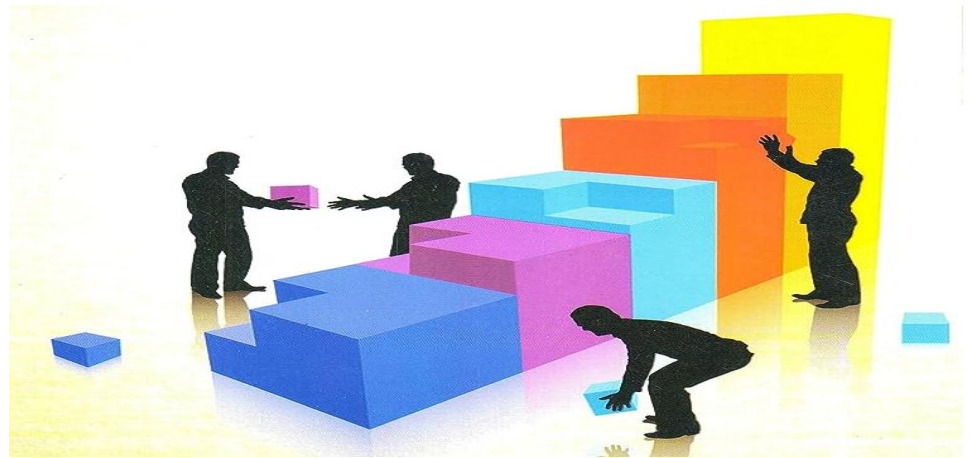
- Students will gain a comprehensive understanding of the concept of Organizational Behavior and Relationship to other fields and Learning.
- Students will understand about the Attitude, changing of attitude and aspects of personality.
- Students will learn about the Perception, factors influencing perception, Group Dynamics and Team Development.
- Will enable the students to learn about Organizational Conflict, its Dynamics, Traditional and modern approaches to conflict and Organizational development.



# Introduction to Organizational Behavior



# Introduction to Organizational Behavior



## LEARNING OBJECTIVES

After studying this chapter, you should be able to:

- 1) Define *organizational behavior (OB)*.
- 2) Show the value to OB of systematic study.
- 3) Identify the major behavioral science disciplines that contribute to OB.
- 4) Demonstrate why few absolutes apply to OB.
- 5) Identify the challenges and opportunities managers have in applying OB concepts.
- 6) Compare the three levels of analysis in this book's OB model.

## Introduction

The study of organizational behavior has its roots in the late 1920s, when the Western Electric Company launched a now-famous series of studies of the behavior of workers at its Hawthorne Works plant in Cicero.

Researchers there set out to determine whether workers could be made to be more productive if their environment was upgraded with better lighting and other design improvements. To their surprise, the

## THE HAWTHORNE EFFECT

The Hawthorne effect is a type of human behavior reactivity in which individuals modify an aspect of their behavior in response to their awareness of being observed. The effect was discovered in the context of research conducted at the Hawthorne Western Electric plant.

The Hawthorne effect occurs when a participant's behavior changes as a result of being observed, rather than as a result of an intervention. In other words, when groups or individuals realize they are being observed, they may change their behavior.

**Example.** A study of hand-washing among medical staff found that when the staff knew they were being watched, compliance with hand-washing was 55% greater than when they were not being watched

researchers found that the environment was less important than social factors. It was more important, for example, that people got along with their co-workers and felt their bosses appreciated them.

Those initial findings inspired a series of wide-ranging studies between 1924 and 1933. They included the effects on productivity of work breaks, isolation, and lighting, among many other factors.

The Hawthorne Effect—which describes the way test subjects' behavior may change when they know they are being observed—is the best-known study of organizational behavior. Researchers are taught to consider whether or not (and to what degree) the Hawthorne Effect may skew their findings on human behavior.

### KEY TAKEAWAY

- Organizational behavior is the academic study of how people interact within groups and its principles are applied

primarily in attempts to make businesses operate more effectively.

- The study of organizational behavior includes areas of research dedicated to improving job performance, increasing job satisfaction, promoting innovation, and encouraging leadership and is a foundation of corporate human resources.
- The Hawthorne Effect, which describes the way test subjects' behavior may change when they know they are being observed, is the best-known study of organizational behavior.
- Organizational behavior is embedded in human resources such as employee retention, engagement, training, and culture.
- Organizational behavior is a subset of organizational theory which studies a more holistic way of structuring a company and managing its resources.

## Definitions of Organizational Behavior



According to Keith Davis “organizational behavior is the study and application of knowledge about how people act within organizations. It is human tool for the human benefit. It applies broadly to behavior of people in all type of organization such as business, government, schools, etc. it helps people, structure, technology, and the external environment blend together into an effective operative system”.

There are many definitions about organizational behavior; every definition must include three important features,

(1) organizational behavior is the study of human behavior.



(2) study about behavior in organizations.

(3) knowledge about human behavior would be useful in improving an organization's effectiveness.

organizational behavior is the study of what an individual thinks feels or does in and around an organization, both individual and in group. It investigates people's emotions and behavior, behavior and performances in a team, systems and structures of organizations. It helps to explore and provide an understanding of all the factors that are necessary to create an effective organization.

- **Stephen Robins** defines organizational behavior as a “field of study that investigates the impact that individuals, groups, and structure have on an organization for the purpose of applying such knowledge to improve an organization's effectiveness.
- Organizational Behavior is a branch of the Social Sciences that seeks to build theories that can be applied to predicting, understanding and controlling behavior in work organizations. **Raman J. Aldag**

## **Fundamental Concepts of Organizational Behavior**

Organizational behavior is based on a few fundamental concepts which are relevant to the nature of people and organizations. There are some basic assumptions in organizational behavior such as,

(1) difference between individuals; (2) a whole person; (3) behavior of an individual is caused; (4) an individual has dignity, (5) organizations are social systems; (6) mutuality of interest among organizational members; (7) holistic organizational behavior. Now let's look at all assumptions in detail:



1. **Individual differences** idea comes from psychology. Every person is different from the day of birth, every person is unique and personal experiences make a person more different than the other. Every individual differs in many ways like intelligence, physique, personality, learning capability, communicative ability etc. Therefore, only an individual can take responsibility and make decisions, whereas a group is powerless until all the individuals within the group act accordingly.



2. **A whole person** indicates that when an individual is appointed in an organization, he/she is not hired only based on skills, but also on likes and dislikes, pride and prejudices. An individual's way of living in a family cannot be separated from organizational life. Therefore, the organizations need to provide their employees with a proper work environment where they can work hard to progress and develop their abilities to become a better employee and a better person in terms of growth and fulfillment.

as an example, A woman who attends the office at 9:00 AM is always anxious about her children's school time (if her kids can participate in school or not). As a result, its impact falls on her concentration, which means her working life. For this reason, we cannot separate it. So, the manager should treat an employee as a whole person.

**3. Caused behavior** indicates that when an individual behaves in an unmannerly fashion then there is a cause behind it. Anything could be the reason of this cause such as personal problems at home within the family, or problems with coming early to the office etc. If an individual start reacting in an unmannerly fashion with other staff members, then a manager should understand that there is a cause behind it. Managers should investigate about the cause and tackle the issue at the root level.



**4. Human dignity** indicates that every individual needs to be treated differently. It shows human dignity because people at every level of professional ladder want to be treated with respect and dignity. Every job needs to be done with respect and recognition this helps every individuals aspirations and abilities to improve. The concept of human dignity rejects the idea of using employees as economic tools.



**2. 5. Organizations are social systems** indicates that from sociology we know that organizations are social systems; therefore, the activities within the organizations are governed by social and psychological laws. Organizations have formal and informal social systems. Social systems in an organization indicate that the company has dynamic change ability rather than static set of relations. Every part in the system is interdependent on each other.



**6. Mutuality of interest** indicates that both the organization and people need each other. Organizations are formed and maintained on the basis of some mutuality of interest among the participants. People require organizations to reach their goals, while organization needs people to reach organizational objectives. Lack of mutual interest causes disorientation among the participants and the group. Mutual interest provides a common goal for all the participants, which results in encouragement of the people to tackle problems of the



organization instead of raising fingers at each other.

**7. Holistic concept** indicates that when all the above six concepts of organizational behavior are placed together a holistic concept arises. This concept interprets the relationship between people and organization in terms of the whole person, entire group, entire organization and the whole social system. Views of different people are considered in an organization to understand the factors that influence their behavior. Issues are analyzed in terms of the total situation affecting them rather than in terms of an event or problem.

There are many factors that affect an individual, a group and an organization. For example factors individual factors like personality, perception, learning, attitude

, job satisfaction and motivation. Group factors like leadership, power and politics, communication and conflicts. Organization factors like human resource policies and practices, work stress, change and development.

## **Key Elements of Organizational Behavior**

A study of organizational behavior simply involves analyzing the behavior of individuals within the organization. Management involves understanding and controlling human behavior in order to improve the performance of an organization. Through understanding organizational behavior, organizations can better understand the behavior of the people working with them.

In this world, every substance has certain

elements. Likewise, Organizational Behavior (OB) has also four main elements, i.e; **people, structure, technology, and external environment.** When people come and join in an organization to achieve or accomplish certain goals or objectives, some structure is required, and people use different techniques to get the job done properly. So, there is an interaction between elements; people, structure and technology which is influenced by the external environment.

### Key Elements of Organizational Behavior(OB)



People



Structure



Technology



External Environment

## 1) People

# People



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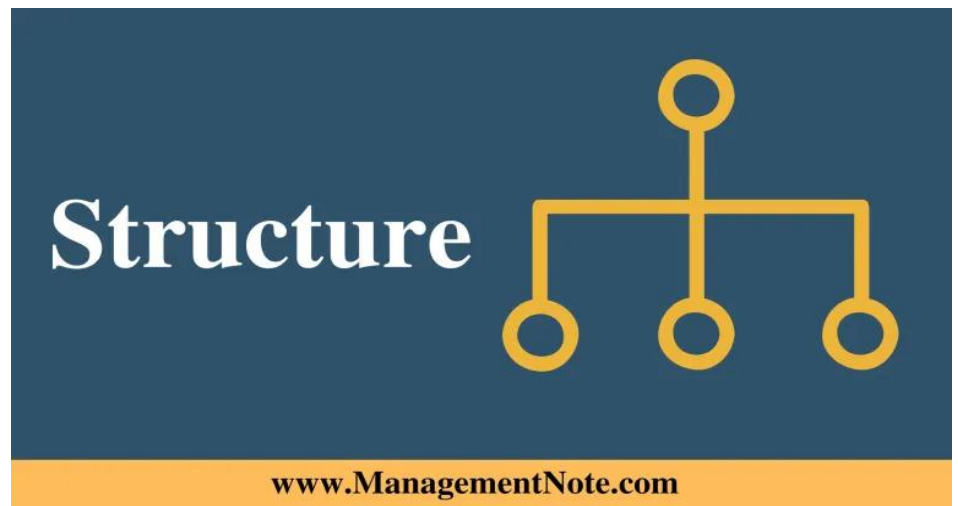
The existence of an organization is impossible without people. People make up the internal social system of the organization. People consist of individuals and groups. Groups may be formal or informal, small or large, interrelated, and complex. People are dynamic in nature as they interact with each other and influence each other. Groups may form, change, and dissolve. Organizations are established to serve the people.

Employees in an organization are referred to by different names. Each of

these people works either individually or in groups to make up the organization's working structure. For companies, these are very important factors, and there is no alternative to their employees. Employees help organizations achieve their goals.

Managing and treating them well is essential. Managers must be able to understand and study the nature of their employees. That will enable them to build better relationships with their employees. A better understanding of this element will eventually lead to improved productivity.

## 2) Structure



In this world, everything has a structure. For example, the human body, tree, house, and even the book you are reading now has its own type of structure. In an organization, structure defines the roles and relationships of people. It leads to a division of work. ie; Some may be executives; others may be supervisors, assistants, persons, and workers. The structure clarifies the authority responsibility relationships. All these people are related to each other to accomplish the objectives in a

coordinated manner.

An organization's structure is related to the roles and relationships among its members. The roles and responsibilities of everyone in an organization should be clearly defined. There will be no confusion and the people working there will be more efficient. The right work can be assigned to the right person by properly dividing the whole work.

When employees are assigned work based on their skills, they contribute more efficiently to the achievement of goals. Hence, the structure plays an important role in developing an effective employer-employee relationship.

### **3) Technology**

# Technology



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In today's world without technology work would be either difficult or even impossible. It provides economic and physical resources to make people's jobs easy. The people are given the assistance of machines, tools, methods, and resources. The nature of is contingent/dependent upon the nature of tasks and scale of operations. Technology may also put restrictions on the freedom of people.

With the assistance of technology, employees can perform their work effectively. Employees find it difficult to



work with their bare hands when it is absent. The technology makes people's work and tasks easier. It consists of a variety of machines, methods, tools, and resources. Technology is necessary depending on the type of work and the scale of operations.

By reducing the costs of production and improving the quality of work, technology plays a key role. Although technology allows people to work more freely, it imposes certain restrictions. Users are required to adhere to certain terms and conditions.

#### **4) External environment**

The external environment is an important element of OB. An organization operates in a larger social system and is influenced by the external environment which includes socio-

cultural, economic, political, legal, technological, and geographical forces. These forces influence people's attitudes, motives, and working conditions in an organization in many ways. Similarly, the organization also has also an influence over the environment, but the degree of influence is less. The organization imports inputs from the environment and exports output to the environment.

The environment plays a crucial role in organizational behavior. The internal environment and the external environment are two types of environments in which organizations exist. An organization cannot exist alone; it is a component of a complex system that consists of many elements such as the family, the government, and other

organizations. An organization's internal environment encompasses its culture, its structure, and its resources.

Political, social, economic, cultural, and technological factors influence the external environment. There are different



influences on the workings of the organization caused by each of these factors.

Which of the following Key elements of organizational Behavior defines the roles and relationship of people?

Ans: Structure” is the key element of organizational Behavior defines the roles and relationships of people. In an organization, structure refers to the roles and relationships between different individuals. Individuals working in an organization must have a clear understanding of their roles and responsibilities.

As a result, people working there are more efficient and there is no confusion. The right work is assigned to the right person based on the proper division of the whole work. If employees are given work based on their skills, they can perform better and help achieve goals more efficiently. Hence, structure plays an important role in developing a good employer-employee relationship.

## **Importance of Organizational Behavior**

At its core, organizational behavior analyzes the effect of social and environmental factors that affect the way employees or teams work. The way people interact, communicate, and collaborate is key to an organization's success. By analyzing and understanding

these parameters, you can leverage organizational behavior to improve the effectiveness and efficiency of your workforce. It can also help you achieve the following organizational and work culture goals.

Impact of Work Environment	
Toxic workplace	Healthy workplace
- Negatively impact thought Process.	- Builds morale and confidence.
- Diminishes enthusiasm to work.	- Incorporates positive energy.
- Shatters willingness to perform.	- Increase employee happiness.

## 1) Understand Organization and Employee

Understanding an organization and its employee is the first importance of organizational behavior. It helps to understand them in a better way.

While understanding them the OB

works through three purposes,

- What causes behavior?
- Why do backgrounds cause behavior?
- Which backgrounds of behavior can be controlled directly, and which are beyond the control?

Once their behaviors are understood, it makes it easy to make a friendly and cordial relationship between the employees and organizations (managers) creating a proper working environment.

## **2) Motivate Employees**

It is obvious that motivated employees always work more. It is the prime duty of all managers to make their employees motivated and devote their 100% efforts to the organization's achievement.

By studying and understanding the behavior of every employee OB comes out with the facts consisting of what causes employees to perform below, what measures are required to motivate them, and how they give their best efforts.

### **3) Good Workplace Relationships**

One of the main objectives of OB is to create peace and harmony in the organization. It is a human tool for human benefits. Its knowledge is used for benefiting people.

It is necessary to build a good relationship in the workplace, yet it is a challenging task for managers. A good relationship can be developed at the workplace when the interest of employees and the organization matches.

Organizational behavior does the same – it understands the root cause of an employee's behavior, effects, predict, even controls some consequences, matches the interest of employees with the organizational goals, and forms productive relationship within the organization.

#### **4) Predict and Control Human Behavior**

Since OB is understanding, predicting, and controlling people's behavior in organizational settings. One of the main importance of studying organizational behavior is to know how to predict and control people's behavior in an organization.

When it is done properly it brings effectiveness to the organization in turn



the organization can achieve its productivity. As human behavior changes frequently and is affected by various factors a manager needs to carefully study the past, present, and likely behavior of his employees and make decisions relevantly.

In addition, the knowledge of organizational behavior becomes a foundation for a person who wants to assume managerial jobs and succeed as a good manager.

### **5) Effective Utilization of Human Resources**

Human resources (employees) devote their full effort when they feel valued, motivated, and praised for what they contribute. OB is regarded as an important tool for the effective utilization

of human resources in organizational settings.

The knowledge of OB helps managers how to manage people effectively in an organization, how to inspire, how to motivate. The effectiveness of human resources allows managers to get high productivity. It also guarantees the success of the organization in the achievement of its goals.

## **6) Ensures Effective Communication**

Communication is an essential part of the organization even effective communication is the most for the proper flow of information within the organization.

Since OB is goal-directed a manager needs to communicate with employees regularly, effectively, and in an

understandable way. It helps employees to understand exactly what the manager is saying, their duties, and roles, as a result, they can easily discharge their duties.

### **7) Ethical Workplace Practices**

Organizational behavior also ensures ethical practices at the workplace. The study of OB also helps to check the unethical and malpractices in the workplace settings.

As unethical or malpractices are out of the OB's principles it strongly avoids such practices. It promotes maintaining ethical practices and integrity in organizational settings.

### **8) Boost Performance**

Finally, OB also helps to boost the

performance of the organization. The above-mentioned points are evidence that organizational behavior boosts the performance and productivity of the organization.

## **Challenges and Opportunities For**

### **OB**

Organizational behavior is the culture of the organization, which includes how employees interact with each other. This also includes how employees feel about the company. The challenges and opportunities of organizational behavior in most companies include overcoming cultural and ethnic differences, improving productivity, hiring employees suited to the organizational culture or who can improve it, delegating tasks to employees, and finding an appropriate level of life balance.

Challenges and opportunities for organizational behavior are massive and rapidly changing for improving productivity and meeting business goals.

### **1. Improving People's Skills:**

Technological changes, structural changes, environmental changes occur at a rapid pace in the business sector. Unless employees and executives are equipped to have the necessary skills to adapt to those changes, targeted goals may not be achieved in a timely manner. These are two different categories of skills – managerial skills and technical skills. Some of the managerial skills include listening skills, motivational skills, planning and organizing skills, leading skills, problem solving skills, decision making skills. These skills can be enhanced by

conducting a range of training and development programs, career development programs , induction and socialization.

## **2. Improving Quality and Productivity:**

Quality is the extent to which customers or users believe that the product or service exceeds their needs and expectations. For example, a customer who buys an automobile has a certain expectation, one of which is that the automobile will start when the engine is started. If the engine does not start, the customer's expectations will not be met and the customer will find the quality of the car to be poor. The major dimensions of quality are as follows:

- **Performance:** Primary rating characteristics of a product such as

signal coverage, audio quality, display quality, etc.

- **Features:** Secondary features, additional features, such as calculator, and alarm clock features in the handphone
- **Conformity:** meeting specifications or industry standards, the degree of workmanship to which the product's design or operating characteristics match pre-established standards
- **Reliability:** The probability of a product falling out within a specified period
- **Durability:** It is a measure of the life of a product having both economic and technical dimensions.
- **Services:** Problem and complaints resolution, Ease of repair
- **Feedback:** Human-to-human interfaces, such as Courtesy of Dealer «
- Aesthetics:** Sensory features such as

exterior finishes.

- **Reputations:** Past performance and other abstractions, such as being in the first place.

More and more managers are facing challenges to meet the specific needs of customers. To improve quality and productivity, they are implementing programs like total quality management and reengineering programs that require extensive employee participation.

### **3. Total Quality Management (TQM):**

Total Quality Management (TQM) is a philosophy of management driven by continuous achievement of customer satisfaction through continuous improvement of all organizational processes. The components of TQM are:



- 
- an intense focus on the customer,
- concern for continuous improvement,
- improving the quality of what the organization does,
- accurate measurement.
- Empowerment of employees.

#### 4. **Managing Workforce Diversity:**

It refers to employing different categories of employees who are heterogeneous in terms of gender, caste, ethnicity, affiliation, community, physically disadvantaged, elderly people etc. The primary reason for employing a heterogeneous range of employees is to harness talent and potential, harness innovation, to achieve synergistic effects among the divorced workforce. In general, employees wanted to maintain

their personal and cultural identity, values, and lifestyle, even if they were working in the same organization with similar rules and regulations. The biggest challenge for organizations is to become more accommodating to different groups of people by addressing their different lifestyles, family needs and work styles.

**workforce diversity** *The concept that organizations are becoming more heterogeneous in terms of gender, age, race, ethnicity, sexual orientation, and inclusion of other diverse groups.*

## 5. Responding to Globalization:

Today's business is mostly market-driven; wherever the demands exist irrespective of distance, locations, climatic conditions, the business operations are expanded to gain their

market share and to remain in the top rank, etc. Business operations are no longer restricted to a particular locality or region. The company's products or services are spreading across the nations by using mass communication, internet, fast transportation etc. More than 95% of Nokia handsets are sold outside their home country of Finland, Japanese cars are being sold in different parts of the world, Sri Lankan tea is exported to many cities across the world, Garment products from Bangladesh are exported to USA and EU countries. Executives of multinational corporations are very dynamic and move more frequently from one subsidiary to another.

## 6. **Empowering People:**

The main issue is to delegate more power and responsibility to the lower-

level cadre of employees and to provide more freedom to make choices regarding their schedules, operations, procedures and method of solving problems related to their work. Encouraging employees to participate in work-related decisions will significantly increase their commitment to work. Empowerment is defined as putting employees in charge of the work they do by gaining some kind of ownership. Managers are going far ahead by allowing employees complete control over their work. The movement implies constant change, with an increasing number of organizations using self-managed teams, where workers largely work without bosses.

## **7. Coping with Temporariness:**

In recent times, product life cycles are shortening, operating methods are

improving, and fashion is changing very rapidly. In those days, managers were required to undertake major transformation programs once or twice a decade. Today, change is an ongoing activity for most managers. The concept of continuous improvement refers to continuous change. In the old years, there used to be a long period of stability and sometimes interrupted by a short period of change, but at present, the change process is an ongoing activity due to competition in developing new products and services with better features. Everyone in the organization today is facing permanent impermanence. The actual work to be done by the workers is in a permanent state of flow. Hence, workers need to constantly update their knowledge and

skills to meet the requirements of the new job.

## **8. Stimulating Innovation and Change:**

Today's successful organizations must foster innovation and master the art of change; Otherwise, they will become candidates for extinction over time and disappear from their field of business. Wins will go to organizations that maintain flexibility, continually improve their quality, and beat the competition with a constant stream of innovative products and services in the marketplace. For example, Compaq was successful in making more powerful personal computers than EBNM or Apple for the same or less money, and in getting their products to market faster than larger competitors.

## **9. The Emergence of E Organization**

## **& E-Commerce:**

It refers to business operations involving electronic mode of transaction. This includes presenting products on websites and filling orders. Most of the articles and media attention given to using the Internet in business has focused on online shopping. The process involves marketing and selling of goods and services on the Internet. In e-commerce, the following activities are happening quite frequently – with a tremendous number of people shopping on the internet, business houses setting up websites where they can sell goods, following transactions such as receiving payments and fulfilling orders.

## **10. Improving Ethical Behavior:**

Complexity in business operations is

forcing the workforce to face ethical dilemmas where they need to define right and wrong conduct to carry out their assigned activities. For example, should employees of a chemical company blow the whistle if they uncover that its untreated waste in the river is polluting its water resources? Do managers give an inflated performance appraisal to an employee of their choice, knowing that such an appraisal could save that employee's job? The basic rules governing the components of good ethical behavior are not clearly defined, separating right things from bad behavior becoming more blurred. It has become a common practice to follow unethical practices such as successful executives who use insider information for personal financial gain, employees



in competing businesses participating in mass cover-ups of defective products, etc.

### **11. Improving Customer Service:**

OBs can contribute to improving organizational performance by showing how employee attitudes and behaviors are correlated with customer satisfaction. In that case, the service must first be production-oriented, using technological opportunities such as computers, internet, etc. We also need to provide sales service and after-sales service in order to improve customer service.

### **12. Helping Employees Balance Work-Life Conflicts:**

In the 1960s or 1970s, normal workers showed up at the workplace from Monday to Friday and worked 8 or 9 hours a day. Workplaces and hours were specified. This

is no longer true for a large part of today's workforce. Employees are increasingly complaining that the line between work and non-work time has become blurred, leading to personal conflict and tension. Several forces have contributed to the blurring of the lines between the working life and personal life of the employees, such as

- The creation of global organizations means that their world never sleeps. For example, at any given time and on any given day, there are thousands of General Electric employees working somewhere.
- Communication technology allows employees to do their jobs at home, in their cars or on the beach in Cox's Bazar.
- Organizations are asking employees to work longer hours.
- In the end, fewer families have only one breadwinner. Today's married worker is usually part of a couple with a dual career. This makes it difficult for married

employees to find time to meet commitments to the home, spouse, children, parents, and friends.

- Today's married worker is usually part of a couple with a dual career. This makes it difficult for married employees to find time to meet commitments to the home, spouse, children, parents, and friends. Employees are increasingly recognizing that work is squeezing personal lives and they are not happy with it.

### **13. Flattening World:**

Thomas Friedman's book *The World Is Flat: A Brief History of the Twenty-First Century* outlines that the Internet has "flattened" the world and created an environment in which more access to information is needed. There is a level playing field. This access to information has led to an increase in innovation, as knowledge can be shared quickly across

time zones and cultures. It has also created intense competition, as the pace of business is getting faster and faster all the time. In his book *Wikinomics*, Don Tapscott notes that large-scale collaboration has changed the way people work, how products are made, and the ability of people to work without ever meeting.

## **Complementing Intuition with Systematic Study**

### **Systematic Study**

- Looking at relationships, attempting to attribute causes and effects, and drawing conclusions based on scientific evidence

### **Evidence Based Management**

- Evidence Based Management Basing managerial decisions on the best available scientific evidence.

### **Intuition**

- A gut feeling not necessarily supported by research.

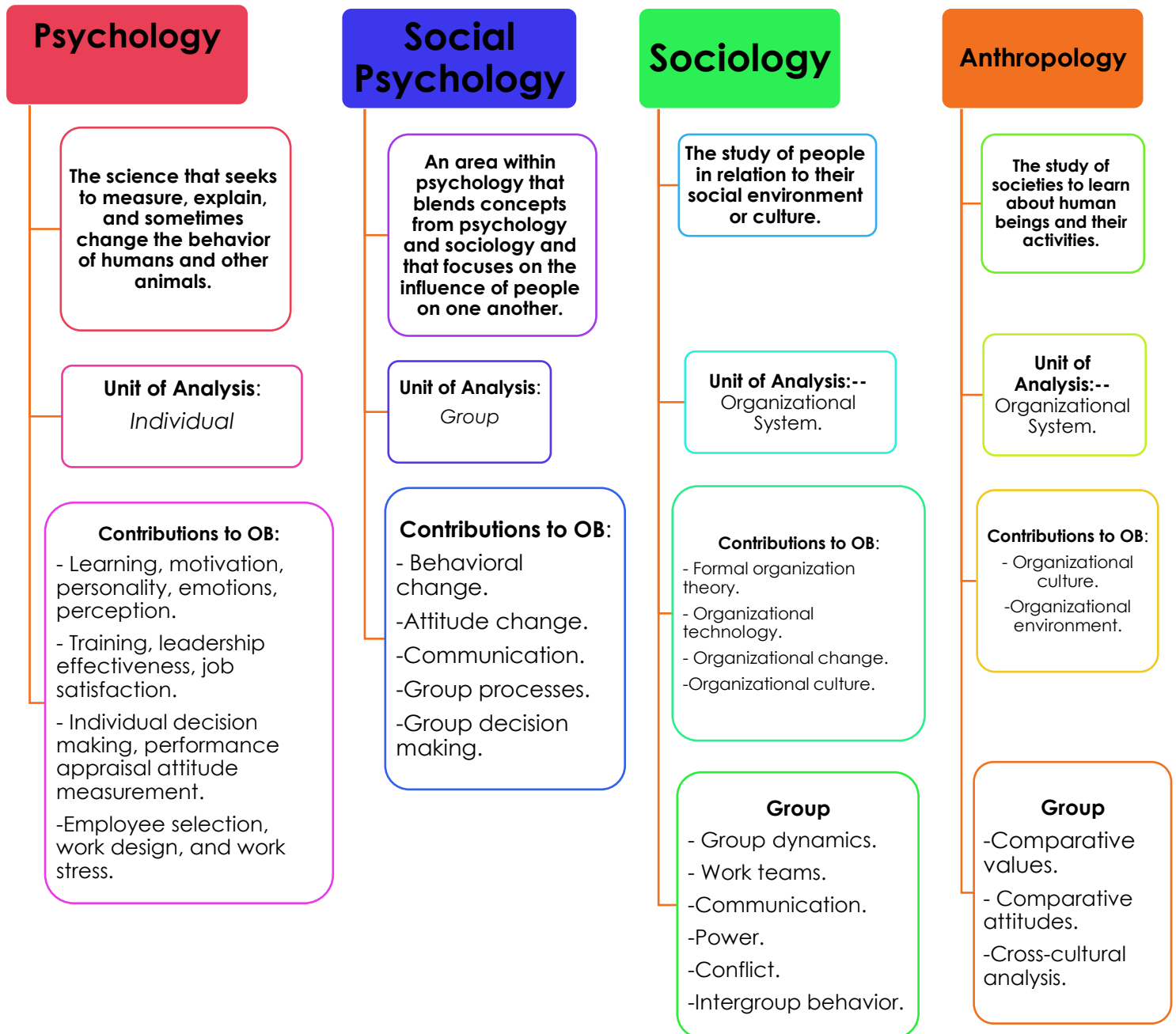
### **Managers Should Use All Three Approaches.**

The trick is to know when to go.

- Intuition is often based on inaccurate information.
- Evidence is prevalent in management.
- Systematic study can be time-consuming.

**Use evidence as much as possible to inform your intuition and experience. That is the promise of OB.**

## Disciplines that Contribute to the OB Field

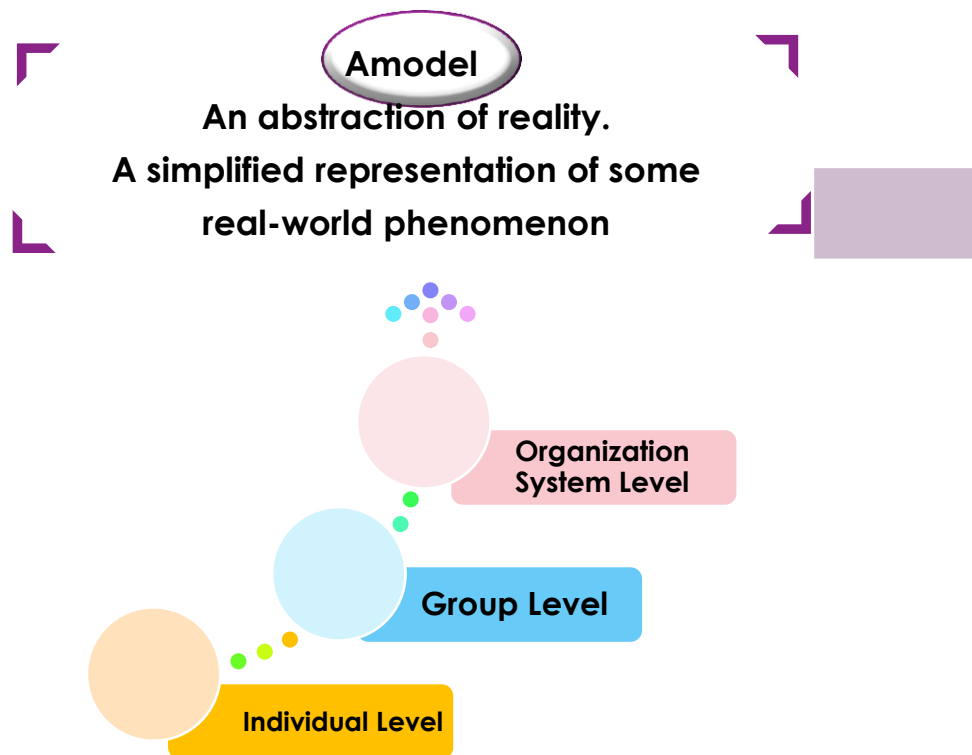


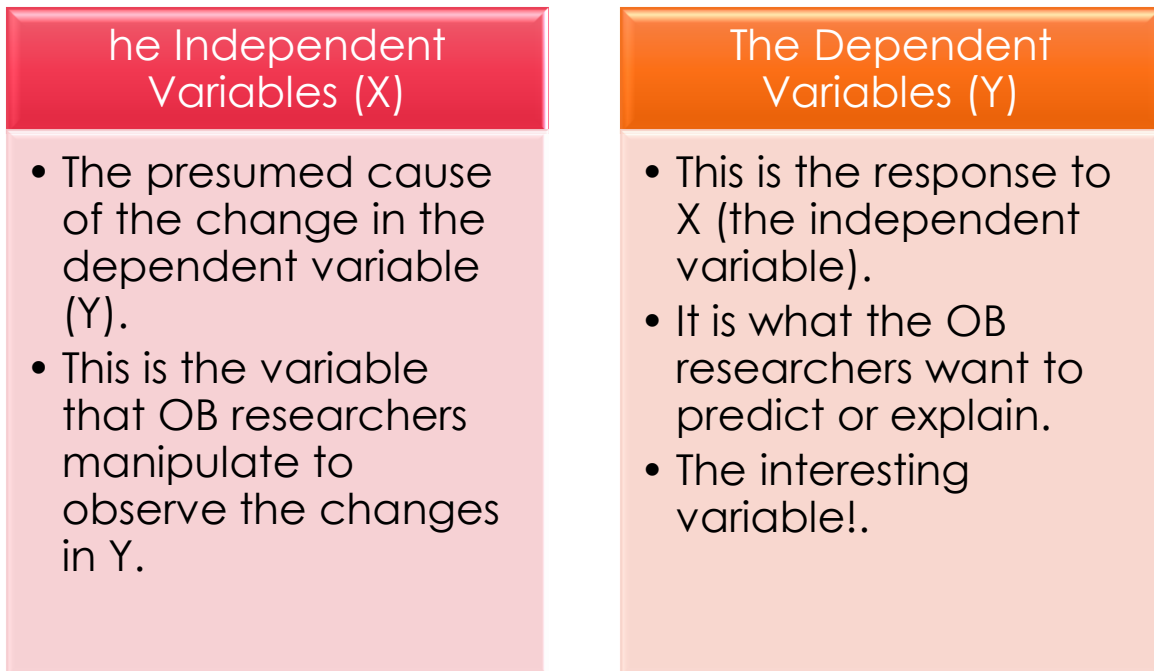
## Coming Attractions: Developing an OB Model

We conclude this chapter by presenting a general model that defines the field of OB, stakes out its parameters, and identifies inputs, processes, and outcomes. The result will be “coming attractions” of the topics in the remainder of this book.

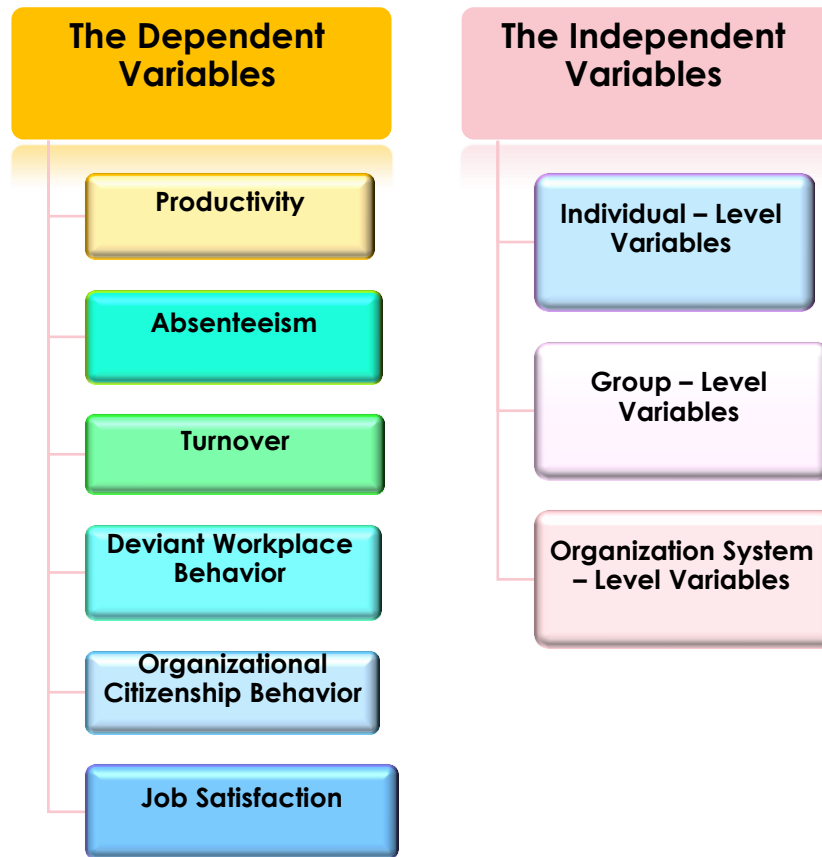
Compare the three levels of analysis in this book’s OB model. The three are complementary means of predicting behavior.

Our OB model has three levels of analysis. each level is constructed on the prior level.









### The Dependent Variables

- **Productivity:**

Transforming inputs to outputs at lowest cost. Includes the concepts of effectiveness (achievement of goals) and efficiency (meeting goals at a low cost).

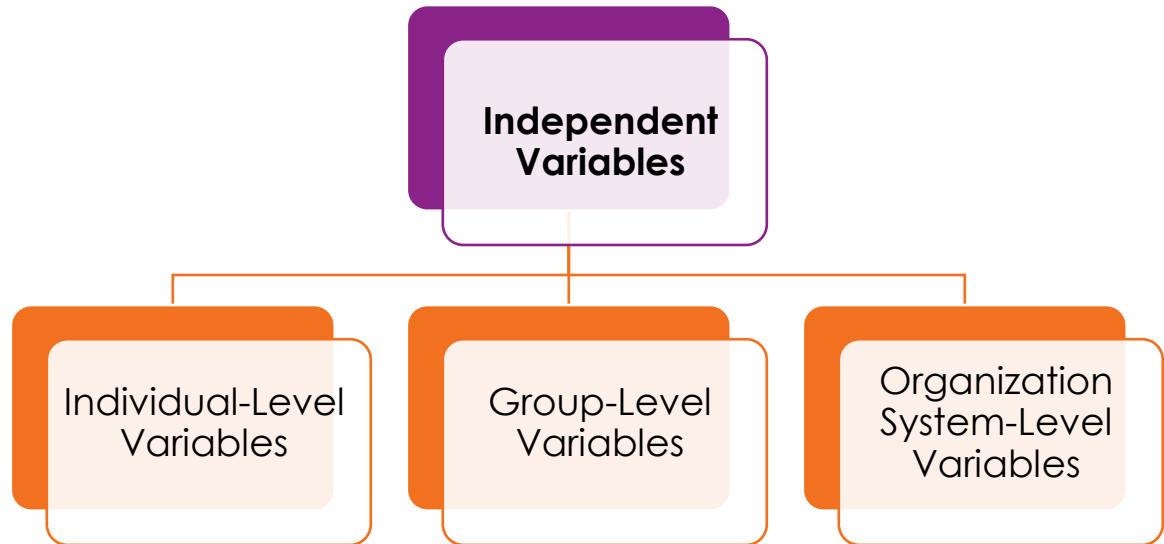
- **A absenteeism**

Failure to report to work – a huge cost to employers.

- **Turnover:**  
Voluntary and involuntary permanent withdrawal from an organization
  
- **Deviant Workplace Behavior:**  
Voluntary behavior that violates significant organizational norms and thereby threatens the well-being of the organization and/or any of its members.
  
- **Organizational Citizenship Behavior:**  
Discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.
  
- **Job Satisfaction:**  
A general attitude (not a behavior) toward one's job; a positive feeling of one's job resulting from an evaluation of its characteristics.

## The Independent Variables

The presumed cause of some change in the dependent variable.



- **Individual – Level Variables:**  
Biographical characteristics, personality and emotions, values and attitudes, ability, perception, motivation, individual learning and individual decision making.
- **Group – Level Variables:**  
Communication, group decision making, leadership and trust, group structure, conflict, power and politics, and work teams.
- **Organization System – Level Variables:**  
Organizational culture, human resource policies and practices, and organizational structure and design.



Brief Contents

# The Individual

# The Individual



## LEARNING OBJECTIVES

After studying this chapter, you should be able to:

- 1) Describe the two major forms of workforce diversity.
- 2) Recognize stereotypes and understand how they function in organizational settings.
- 3) Identify the key biographical characteristics and describe how they are relevant to OB.
- 4) Define *intellectual ability* and demonstrate its relevance to OB.
- 5) Contrast intellectual and physical ability.
- 6) Describe how organizations manage diversity effectively.

## Introduction

The word individual is all about being a single entity that cannot be divided. It can mean person or even personal. A team is made up of individuals, and each individual has individual strengths and weaknesses.

Individual behavior refers to the way in which an individual reacts or behaves at his place of work. It can be defined as a combination of reactions to internal and external stimuli. Individual behavior defines how a person will respond under distinct conditions and will express different emotions such as happiness, rudeness, love, anger etc. It refers to some concrete action by an individual. Study of individual behavior reveals the behavior of human at the working environment. behavior of an individual have a great influence on the performance of organization. Positive behavior will lead to enhance the productivity. Whereas on another hand, negative behavior will cause damages and bring heavy losses for company.

## Diversity in Organizations

Diversity in Organizations refers to the extent to which the members of a unit, such as a group or organization, differ from one another. This includes a very wide range of individual characteristics, although the most attention has been given to gender, race/ethnicity and age differences. Variety in characteristics, such as nationality, culture, education, work, tenure, ability, sexual orientation, religion, values, personality, goals, and many others are attracting attention. The field primarily deals with the consequences and management of individual differences in organizational settings, including work groups and organizations. Its importance lies in the fact that the workplace is becoming increasingly diverse in many countries.

### In this point

we look at how organizations should work to maximize the potential contributions of a diverse workforce. Because each of us is different from others in myriad ways, we consider diversity in many different forms. We also show how individual differences in abilities affect employee behavior and effectiveness in organizations. Diversity in Organization



#### Diversity

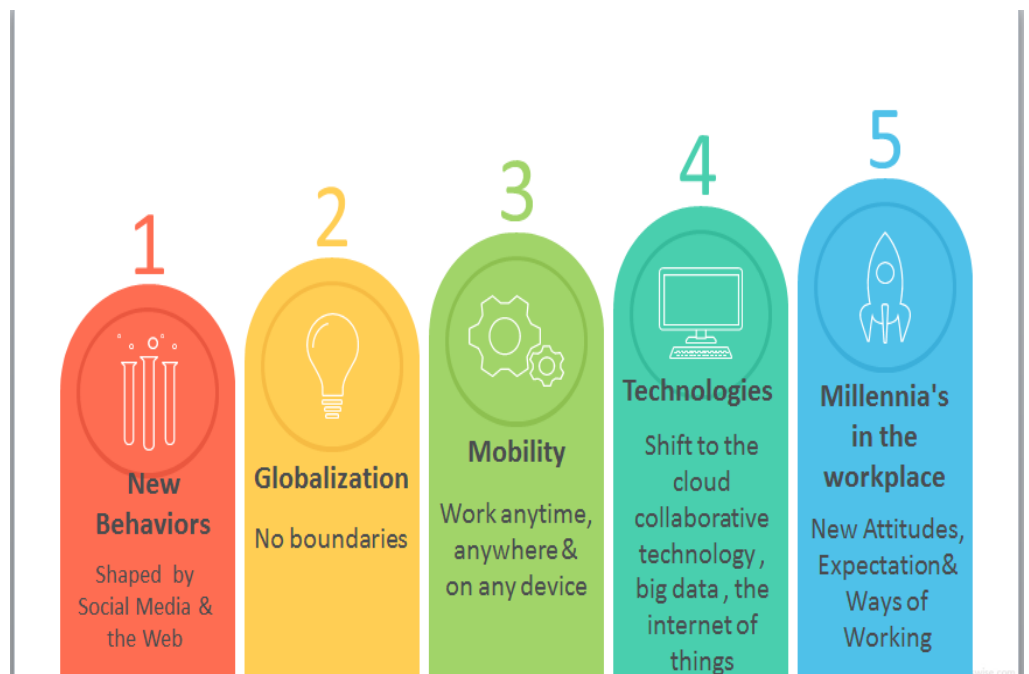
can be defined as the inclusion of people belonging to different races, cultures and religions having different set of norms, values and concepts.

#### Workplace diversity

means respecting and valuing the skills and differences that each staff member brings into the workspace. A diverse workplace is an inclusive environment that provides equal rights and opportunities for all workers, regardless of gender, color, age, ethnicity, physical ability, sexual orientation, religious beliefs, and so on.

*For an organization,* seeking a more diverse and inclusive workplace, it is important to understand what workplace diversity is. Workplace diversity refers to the variety of differences between individuals in an organization. Diversity includes not only how individuals identify themselves but also how others perceive them. Diversity within the workplace includes race, gender, ethnic group, age, religion, sexual orientation, citizenship status, military service and mental and physical conditions, as well as other specific differences between people.

### 5 key Workplace Trends in 2024



#### 1. New behaviors

Ten years ago, if someone had told you that you would have all this information about yourself public for the world to read, see and hear, you would have said they were crazy. Now look at where we are: we are so much more comfortable living more public lives, we build communities, share, communicate, collaborate, access information, and shape our personal experiences.

All these new behaviors are cascading over organizations, which is forcing them to make changes.

We are, each of us, unique. This is obvious enough, but managers sometimes forget they need to recognize and capitalize on individual differences to get the most from their employees.

In this chapter, we'll learn how individual characteristics like age, gender, race, ethnicity, and abilities can influence employee performance. We'll also see how managers can develop awareness about these characteristics and manage a diverse workforce effectively. But first, let's take an overview perspective of the changing workforce.

The millennial's, technologies, globalization, mobility, new attitudes... The employment scene is changing at an ever faster rate and it is vital to know and understand these changes. Companies can no longer afford the luxury of waiting to see what happens. Anyone who waits before taking the plunge will fail.

## **2. Globalization**

This is essentially the ability for organizations to work in a world where boundaries do not exist. The world is becoming just like one big city. The language you speak, the currency you transact in, and your physical location are starting to matter less and less.

You can work in San Francisco, yet have clients in Beijing or Melbourne; and the same goes for employees. Boundaries to working with anyone, anywhere are disappearing and this trend can only continue.

## **3. Mobility**

Today, where you are located is starting to matter much less when it comes to being able to do your job.

As long as you can connect to the internet, the chances are that you can access the same people and information as if you were working in an office building. We are connected anywhere and everywhere we go, whether it be 35,000 feet in the air or in a coffee shop

## **4. Technologies**

Big data, the cloud, the internet of things, robots, automation, video, collaboration platforms, and other technologies are changing the way we work and live.

The cloud puts the power of technology into the hands of employees; robots and software are forcing us to rethink the jobs that humans can and should do; big data gives us insight into how we work and how customers transact with us; and collaboration platforms give us the ability to connect our people and information together anywhere, anytime, and on any device.



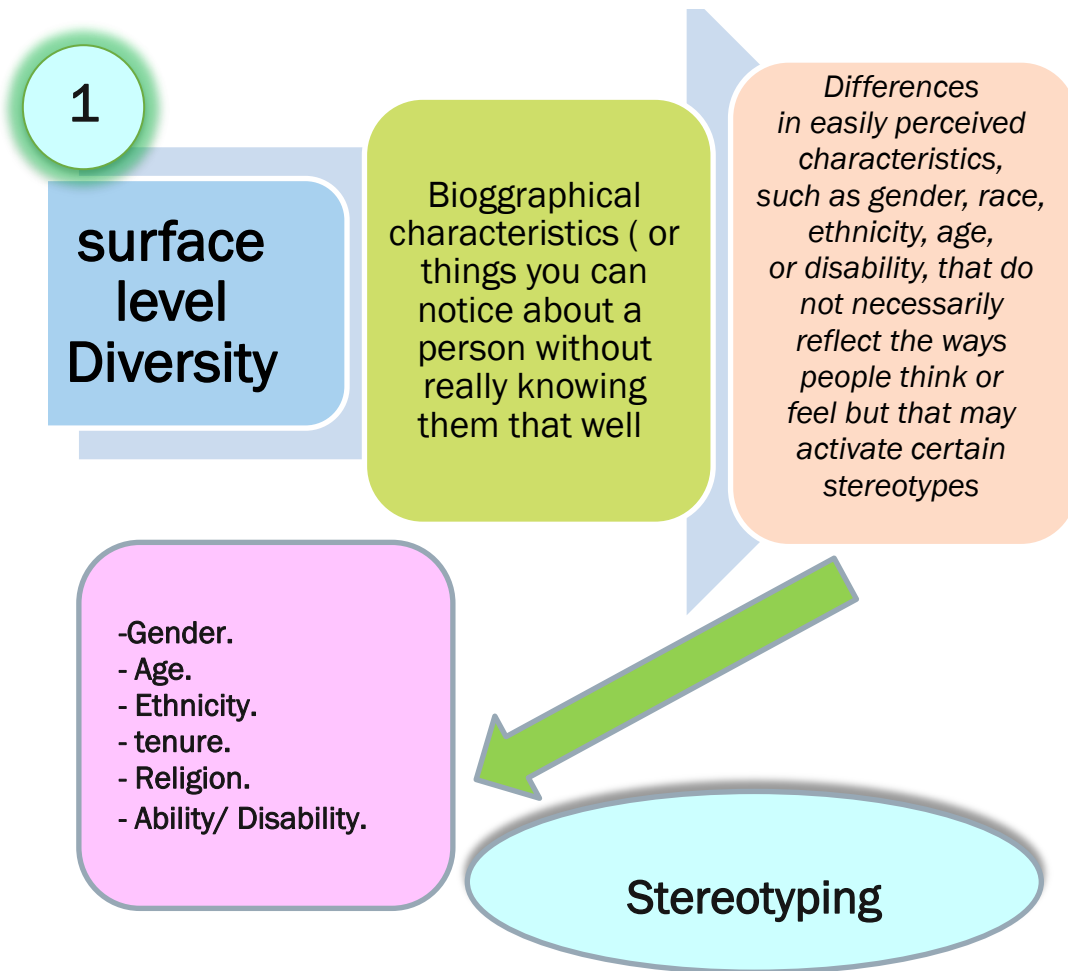
## 5. Millennial's in the workplace

By 2025, millennial's are expected to make up about 50% of the workforce, and by 2030 this number is projected to be 75%. The important thing about millennial's is not the fact that they might bring new approaches, ideas, values or styles of working, it's that there are going to be so many of them.

They are, by all accounts, going to be the largest generation ever to enter the workforce. This is a generation of employees with technological fluency who are willing to live at home longer until they find a company they truly want to work for.

In other words, organizations must shift from creating an environment where they assume that people *need* to work there to one where people *want* to work there.

While surface-level diversity can initially lead to stereotypes and assumptions about others, as people get to know one another, these differences become less significant, and deep-level diversity such as personality and values becomes more important.



2

## Deep level Diversity

Differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better

- value
- personality.
- work preference.

**discrimination** *Noting of a difference between things; often we refer to unfair discrimination, which means making judgments about individuals based on stereotypes regarding their demographic group*

### Discrimination

discriminate is to note a difference between things. While this in and of itself isn't a bad thing, when we talk about discrimination, we're usually referring to stereotypes about groups of people and assumptions that everyone in a group is the same. This type of discrimination can be harmful to organizations and employees. Discrimination is one of the primary factors that prevent diversity, whether the discrimination is overt or covert. Recognizing diversity opportunities can lead to an effective diversity management program and ultimately to a better organization.

## Biographical characteristics

Biographical characteristics are personalities or characters that influence a person. These characteristics normally affect a person one way or another within the organization and society. Personal characteristics such as **age, gender, race and Ethnicity ,Disability and Religion** that are objectives and are easily obtained through personnel records are example of bibliographical characteristics.



Biographical characteristics such as age, gender, race, ethnicity, and disability are some of the most obvious ways employees differ. Let's begin by looking at factors that are easily definable and readily available—data that can be obtained, for the most part, from an employee's human resources (HR) file. Variations in surface-level characteristics may be the basis for discrimination against classes of employees, so it is worth knowing how related they actually are to work outcomes. As a general rule, many biographical differences are not important to actual work outcomes, and far more variation occurs within groups sharing biographical characteristics than between them

## Age

The relationship between age and job performance is becoming an issue based on at least three reasons:



- First reason is that job performance declines with increasing age.
- Second reason is that the workforce is aging.

But many employers recognize that older workers represent a huge potential pool of high-quality applicants.

Companies have sought to increase their attractiveness to older workers by providing targeted trainings that meet their needs, offering flexible work schedules and part-time work.

- The third reason is legislation that outlaws mandatory retirement.

One perception is that older workers bring experience, judgment, a strong work ethic, and commitment to quality.

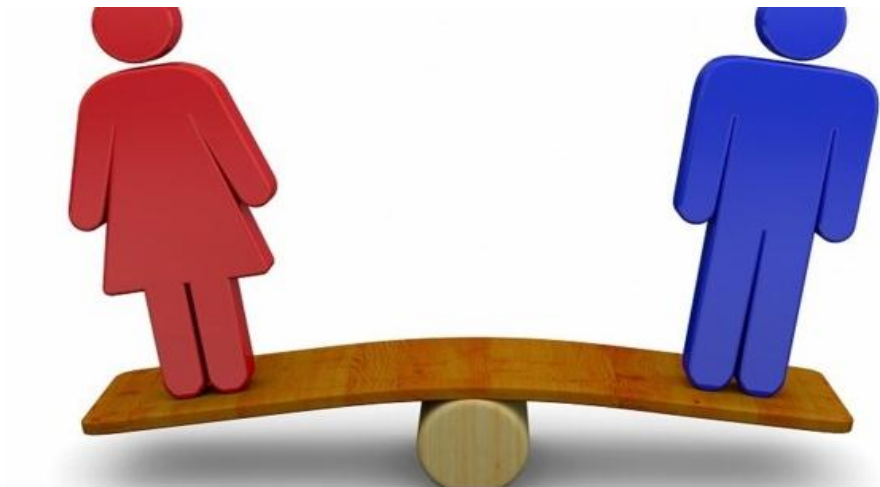
Another perception is that older workers are lacking flexibility and resisting new technology.

Age is an increasingly relevant characteristic as the workforce is aging. Older workers bring with them a wealth of knowledge and experience, but the perception is that productivity often declines with age.

Older workers have lower turnover rate. It is not surprising because as workers get older, they have fewer alternative job opportunities as their skills have become more specialized, so **Older workers have lower absence rate.**

## gender

Few differences between men and women that affect job performance



Gender inequality in organizations is a complex phenomenon that can be seen in organizational structures, processes, and practices. For women, some of the most harmful gender inequalities are enacted within human resources (HRs) practices.

## Race and Ethnicity



Employees tend to favor colleagues for their own race in performance evaluations, promotion decisions, pay raises.

Different attitudes on affirmative action or quota filling can affect the performance of minority groups in the organization.

Race and Ethnicity offers little explanation for differentials in workplace outcomes. It has been shown, however, that people in the workplace do identify more with people like themselves so in some cases there may be opportunities given to people based on the fact that they are like their supervisor. In general, research has found no significant differences in race or ethnic backgrounds related to absence rates, applied social skills or accident rates.

# DISABILITY



## Disability

A disability is any condition of the body or mind (impairment) that makes it more difficult for the person with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions)

Examples include missing limbs, seizure disorder, Down Syndrome, deafness, schizophrenia, alcoholism, diabetes, and chronic back pain.

These conditions share almost no common features, so there's no generalization about how each condition is related to employment.

Some jobs obviously cannot be accommodated to some disabilities—the law and common sense recognize that a blind person could not be a bus driver, a person with severe cerebral palsy could not be a surgeon, and a person with profound mobility constraints probably could not be a police patrol officer. However, the increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment.

## Religion

Although employees are protected by law regarding their religion in some countries, it is still an issue in the workplace.



## ability

ability is a current assessment of what one can do. From a management standpoint, the issue is not whether people differ in terms of their abilities. They certainly do.

The issue is knowing how people differ in abilities and using that knowledge to increase the likelihood that an employee will perform his or her job well.

We are acknowledging that everyone has strengths and weaknesses in terms of ability that make him or her relatively superior or inferior to others in performing certain tasks or activities.

According to Stephen P. Robbins, “Ability is an individual’s capacity to perform the various tasks in a job.”

According to Keith Davis, “Ability is the quality of being able to do something, especially the physical, mental, financial or legal power to accomplish something.”



Alyssa McGonagall, a professor of psychology at Wayne State University, said, “Workability is not about whether people want to continue working, but whether they feel they can continue working at their jobs.”

At last, we can say that ability is the quality or state of being able, the power to perform whether physical, mental, moral, intellectual, skill in doing, the sufficiency of strength, available resources, etc.

It underpins and contributes to skills. It can be essentially perceptual, essentially motor, or a combination of both.

Organizations look for employees to have two types of intellectual and physical abilities depending on the job requirements.

### Types of Ability

In Organizational Behavior, the 2 types of ability are;

- Physical Ability.
- Intellectual Ability



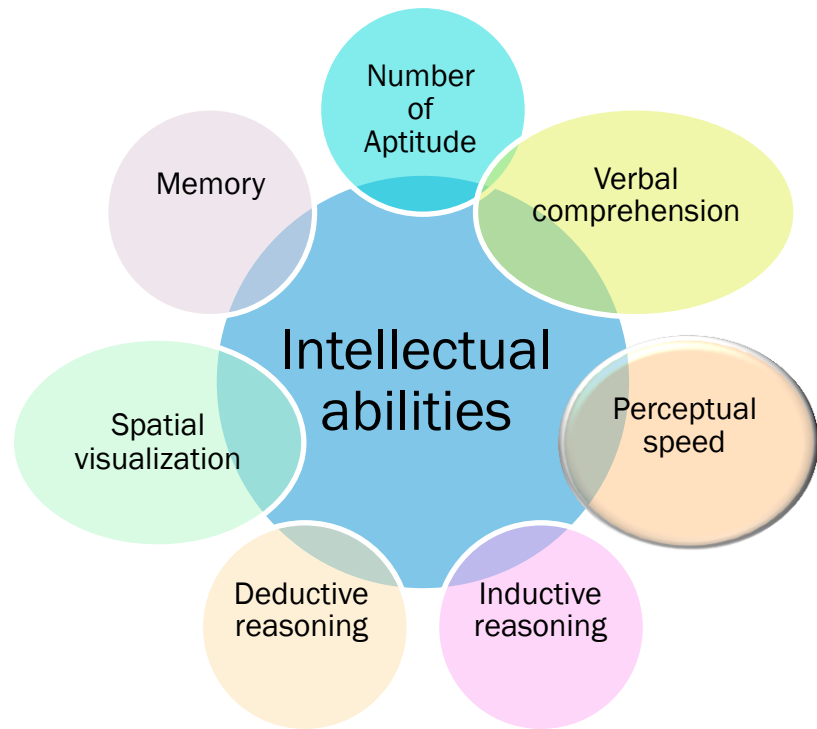
## Intellectual ability

Intellectual ability is the capacity to do mental activities, thinking and reasoning, and problem-solving.

It commonly refers to the ability measured by performance on an intelligence test. It is also sometimes used in the context of discussing the performance of someone in an academic or real-world setting.

The seven most frequently cited dimensions making up intellectual abilities are number attitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, and memory.

Intellectual abilities have got seven dimensions.



Dimensions	Description
<b>Number of Aptitude</b>	Ability to do speedy and accurate arithmetic.
<b>Verbal comprehension</b>	Ability to understand what is read or heard and the relationship of word to each other.
<b>Perceptual speed</b>	Ability to identify visual similarities and differences quickly and accurately.
<b>Inductive reasoning</b>	Ability to identify logical sequence in a problem and then solve the problem.
<b>Deductive reasoning</b>	Ability to use logic and assess the implication of an argument
<b>Spatial visualization</b>	Ability to imagine how an object would look if its position in space were change
<b>Memory</b>	Ability to retain and recall past experiences.

advantages such as;

- Highly reliable
- Verbal reasoning and numerical tests have shown high validity for a wide range of jobs.
- The validity rises with the increasing complexity of the job.
- Combinations of aptitude tests have higher validities than individual tests alone.
- It may be administered in group settings where many applicants can be tested at the same time.
- Scoring of the tests may be completed by computer scanning equipment.
- Lower cost than personality tests.

### Physical Abilities

The second set of variables relates to someone's physical abilities. Included here are both basic physical abilities (for example, strength) and psychomotor abilities (such as manual dexterity, eye-hand coordination, and manipulation skills).



Considering both mental and physical abilities helps one understand the behavior of people at work and how they can be better managed. The recognition of such abilities—and the recognition that people have different abilities—has clear implications for employee recruitment and selection decisions; it brings into focus the importance of matching people to jobs. For example, Florida Power has a 16-hour selection process that involves 12 performance tests. Over the test period of a couple of years, 640 individuals applied for “lineperson” jobs. Of these, 259 were hired. As a consequence of the new performance tests and selection process, turnover went from 43 percent to 4.5 percent, and the program saved net \$1 million.<sup>7</sup> In addition to selection, knowledge of job requirements and individual differences is also useful in evaluating training and development needs. Because human resources are important to management, it is imperative that managers become more familiar with the basic characteristics of their people.

High employee performance is likely to be achieved when management has ascertained the

extent to which a job requires each of the nine abilities and then ensures that employees in that job have those abilities.

## Dimensions of Physical Abilities

Factors	Description
Strength Factors	<ul style="list-style-type: none"> <li>• <b>Dynamic strength.</b> The ability to exert muscular force repeatedly or continuously for a period of time.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Trunk strength.</b> The ability to exert muscular strength using the back and abdominal muscles.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Static strength.</b> The amount of continuous force one is capable of exerting against an external object.</li> </ul>
Flexibility Factors	<ul style="list-style-type: none"> <li>• <b>Extent flexibility.</b> The ability to move the trunk and back muscles as far as possible.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Dynamic flexibility.</b> The ability to make rapid and repeated flexing movements.</li> </ul>
Other Factors	<ul style="list-style-type: none"> <li>• <b>Gross body coordination.</b> The ability to coordinate the simultaneous actions of different parts of the body.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Equilibrium.</b> The ability to maintain balance and equilibrium in spite of disruptive external forces.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Stamina.</b> The ability to continue maximum effort requiring prolonged effort over time; the degree of cardiovascular conditioning.</li> </ul>

### **Advantages;**

- It can identify individuals who are physically unable to perform the essential functions of a job without risking injury to themselves or others.
- It can result in decreased costs related to disability/medical claims, insurance, and workers compensation.
- Decreased absenteeism

### **Disadvantages**

- Costly to administer
- Requirements must be shown to be job-related through a thorough job analysis.
- It may have an age-based disparate impact on older applicants,



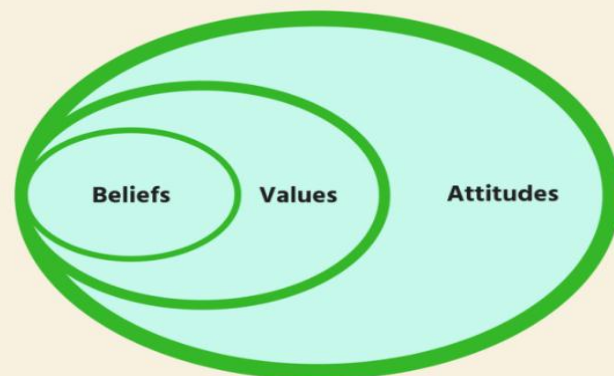
## Attitudes and Job Satisfaction

### Attitudes

When you think of how effective an employee is for an organization, a number of factors might come to mind: intelligence, skill, training, and others. However, as important as these matters are, perhaps there is an even greater and more influential factor: attitude. Even the most skilled and talented employee might be prone to severe underperformance if his or her attitude in the workplace is lacking. On the other hand, employees whose positive attitude of dedication and commitment leads them to high levels of effort often excel even when they are not the most talented and skilled. Organizations have grown increasingly aware of the significance of this matter and are investing more time and effort than ever to create the best attitude possible among their employees.

**Attitudes** are evaluative statements—either favorable or unfavorable—about objects, people, or events. They reflect how we feel about something

### Beliefs, Values, and Attitudes





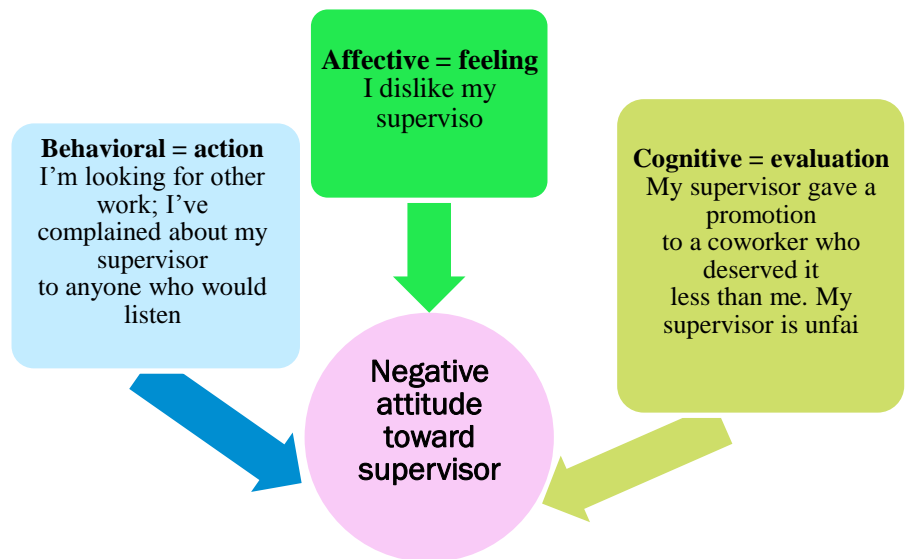


Researchers also suggest that there are several different components that makeup attitudes. One can see this by looking at the three components of an attitude: cognition, affect, and behavior.



**components of attitude are;**

1. [Cognitive Component](#)
2. [Affective Component](#)
3. [Behavioral Component](#)



## 1. Cognitive Component

The cognitive component of attitudes refers to the beliefs, thoughts, and attributes that we would associate with an object. It is the opinion or belief segment of an attitude. It refers to that part of the attitude that is related to the general knowledge of a person.

Typically these come to light in generalities or stereotypes, such as ‘all babies are cute’, ‘smoking is harmful to health, etc.

## 2. Affective Component

The affective component is the emotional or feeling segment of an attitude.

It is related to the statement which affects another person.

It deals with feelings or emotions that are brought to the surface about something, such as fear or hate. Using the above example, someone might have the attitude that they love all babies because they are cute or that they hate smoking because it harms health.



### 3. Behavioral Component

The behavior component of an attitude consists of a person's tendencies to behave in a particular way toward an object. It refers to that part of attitude that reflects the intention of a person in the short-run or long run.

Using the above example, the behavioral attitude may be 'I cannot wait to kiss the baby,' or 'we better keep those smokers out of the library, etc.



### Relationship Between Attitude and Behavior

In the world that we live in today, every individual is very unique. Their life style, hobbies, interests, likes and dislikes and many other characteristics, the way they portrait it is very differently, even each and every one in a family will also have different characters or personality. The behavior of a person is hard to be predict if we do not understand them. So what we need to do to understand more about a person's behavior is to study their thoughts. By understanding it, we may know their attitude, and can predict the behavior of peoples.

Besides that, the emotion that people having during that particular time when thinking, will also affect the outcome of the behavior. Behavior is quite simply, it is the way we act, the things we do and say, like facial expressions, hand gestures, eye contact, and word choices. Generally speaking, behavior follows attitude. We tend to behave the way we feel, think and belief.

In organizations, attitudes are important because of their behavioral component. If worker believes, for example, that supervisors, auditors, bosses and time-and-motion engineers are all in conspiracy to make employees work harder for the same or less money sense to try to understand how these attitudes were formed, their relationship to actual job behavior and how they might be changed. Isn't it logical that people watch television programs that they say they like or that employees try to avoid assignments they find distasteful.



Basis for comparison	Attitude	Behavior
Meaning	Refer to a person's mental view, regarding the way he/she thinks or feel about someone or something.	Implies the actions, moves, conduct or function of an individual or group towards other person.
Based on	Experience and observation	situation
Trait	Human	Inborn
What is it?	A person's mindset.	Outward expression of attitude.
Reflects	What you think or feel?	What you do?
Defined by	Way we perceive things.	Social Norms.

## Job Satisfaction



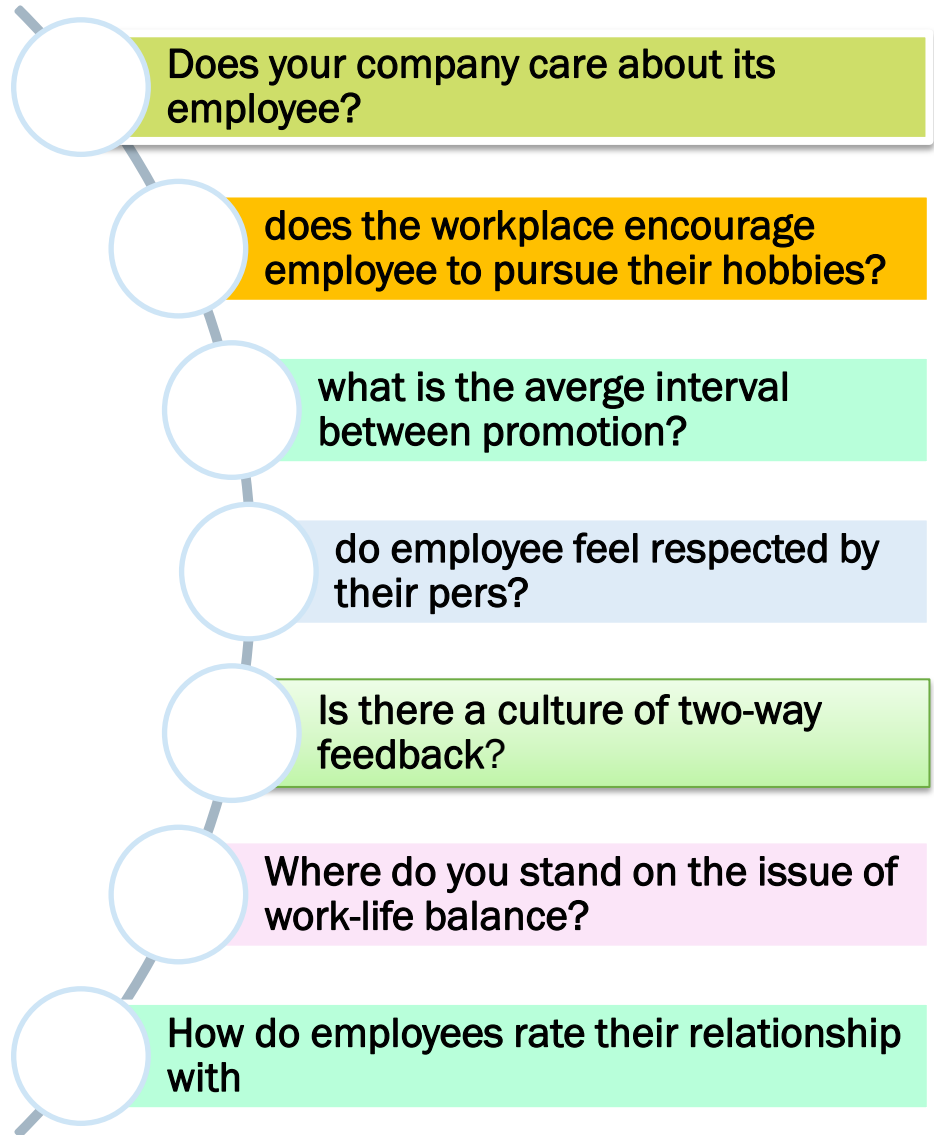
It's important to remember that job satisfaction varies from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas:

- The challenging nature of work, pushing employees to new heights
- A level of convenience (short commutes, access to the right digital tools, and flexible hours)
- Regular appreciation by the immediate management and the organization as a whole
- Competitive pay, which employees maintain a good quality of life
- The promise of career progression in sync with employees' personal growth targets

### **Does your company care about its employees?**

Remember, it's not enough to only care – communicate this care regularly to employees through newsletters, rewards, informal recognition, paid incentives, and other forms of communication.

Companies with a high job satisfaction level, such as Google and Starbucks, also feature employee happiness and satisfaction stories as part of their communication strategy.





## Why Job Satisfaction Is so Important?

By actively working on satisfaction in the workplace, you end up with employees who are more engaged, involved, and eager to go the extra mile. This benefits your company in several ways



### 1. Satisfied employees translate into satisfied customers

If employees are unhappy at work, the chances are that this will reflect in their interactions with the customer. Contact centers, specifically, cannot afford to have dissatisfied employees – this is sure to show in every word they say and every campaign they work on.

Even in non-customer-facing jobs, low satisfaction can cause errors in the workflow – for example, a higher defect rate in manufacturing and bad code in software development. This is why employee satisfaction is vital for customer-centric companies

## **2. Voluntary turnover will come down**

Sometimes, turnover can be good for business, as it brings fresh talent into the organization. But voluntary turnover looks different – you risk losing top talent you have carefully trained over the years.

Also, this talent takes with it tribal knowledge once it leaves the company, which could toughen up the competition for your products and service offerings. On the other hand, a satisfied workforce is less likely to quit.

## **3. You increase the chances of referrals**

Employee referrals are the most effective method of recruitment, bar none, areport Jobvite

referrals make up 7% of all applications but an overwhelming 40% of all hires. An employee satisfied with the work conditions and the pay scale is far more likely to recommend their friends than a dissatisfied employee.

Non-compensation related factors make up a big part of this benefit, as employees will assess multiple factors before recommending someone else.

#### **4. Satisfaction is directly linked to your productivity**

In a positive work environment, employees are more likely to bring their best to work every day. For example, research by social market foundation and university of Warwick's center for competitive advantage in the global Economy found that happy employees are 20% more productive than unhappy employees on average!

There's also a secondary reason for this – high-satisfaction workplaces prioritize employee wellness. Therefore, they are more likely to look after themselves, and address stress/burnout/health issues, before it impacts work.

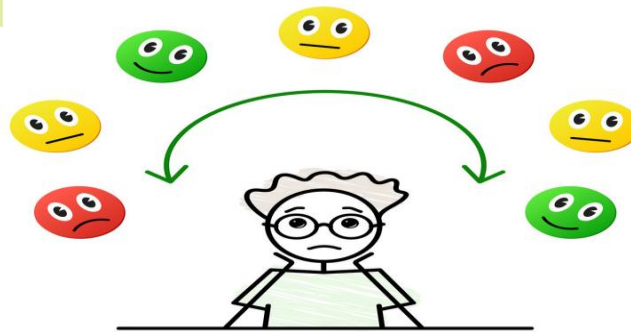
#### **5. In the long term, you can dramatically reduce HR costs**

Typically, you need to plan for both fixed and variable costs as part of your HR budget. Low satisfaction could significantly dent the variable aspect of this equation – dissatisfied employees require targeted surveys, specialized learning and development, additional career assistance, and ultimately may lead to rehiring and retraining costs in the case of turnover. All of this needs you to invest more than you had expected.

By making job satisfaction a priority at your company, you can stay ahead of the curve and ensure that there are no unprecedented issues arising due to low satisfaction.

Driven by these benefits, more and more organizations are investing in job satisfaction initiatives. And this has had a marked impact on job satisfaction, as seen in the following statistics.

## ***Emotions and moods***



### ***Emotions***

Emotions are chemicals released in response to our interpretation of a specific trigger. It takes our brains about 1/4 second to identify the trigger, and about another 1/4 second to produce the chemicals. By the way, emotion chemicals are released throughout our bodies, not just in our brains, and they form a kind of feedback loop between our brains & bodies. They last for about six seconds – hence the name of our organization.

#### ***Why do we have Emotions?***

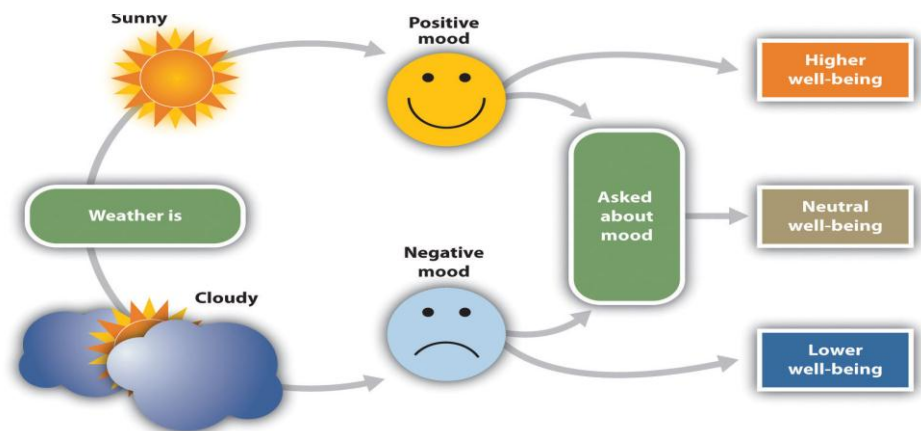
Emotions continuously regulate every living cell to adapt to emerging threats and opportunities. They provide raw data about the world around us that is essential to our functioning.

## Moods

Mood is a mix of feelings and emotions as we go through our days; a mood is a semi-persistent mental + physical + emotional state.

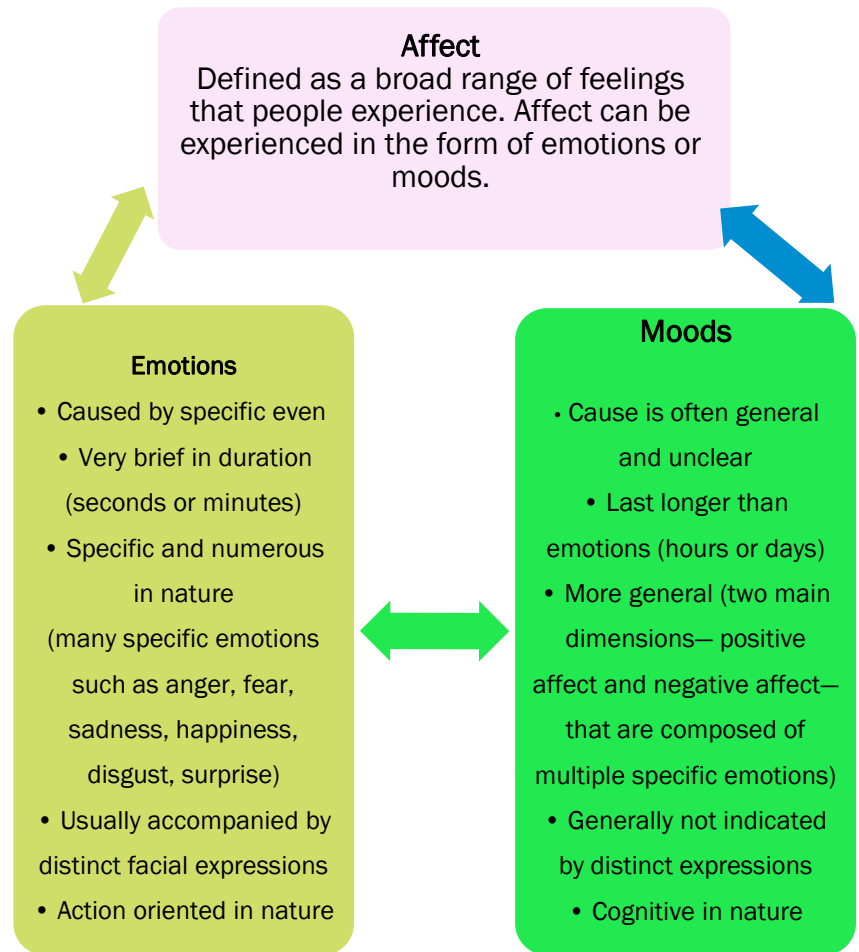
### Why do we have Moods?

Often the threats & opportunities that emotions and feelings signal are not just one-off; by having a lasting mood, we stay attuned to handle what's next.



## the relationships among affect, emotions, and moods.

In our analysis of the role of emotions and moods in the workplace, we need three terms that are closely intertwined: affect, emotions, and moods. Affect is a generic term that covers a broad range of feelings, including both emotions and moods.<sup>1</sup> Emotions are intense feelings directed at someone or something.<sup>2</sup> Moods are less intense feelings than emotions and often arise without a specific event acting as a stimulus. shows the relationships among affect, emotions, and moods.



## The Basic Emotions

The six Basic emotion, widely accepted theory of basic emotion and their expression, developed *Pual Ekman*, suggests we have eight basic emotions, they include sadness, happiness, fear, anger, surprise, disgust, anticipation and trust.

## 8 Basic Emotions

And the purpose of each one



**Anger**

To fight against problems



**Fear**

To protect us from danger



**Anticipation**

To look forward and plan



**Surprise**

To focus us on new situations



**Joy**

To remind us what's important



**Sadness**

To connect us with those we love



**Trust**

To connect with people who help



**Disgust**

To reject what is unhealthy

anticipation Different Types of Emotions and How They Are Expressed:

**Anger:** violence, hostility, resentment, wrath, irritability, fury, and outrage.

**anticipation:** regret, guilt, contrition, chagrin, remorse, and embarrassment.

**Sadness:** depression, grief, melancholy, gloom,

despair, sorrow, and loneliness.

**Disgust:** scorn, contempt, distaste, disdain, revulsion, and aversion

**Fear:** anxiety, fright, nervousness, dread, apprehension, and panic.

**Surprise:** wonder, amazement, astonishment, astound, and shock.

**Joy:** enjoyment, thrill, delight, bliss, relief, pride, happiness, and ecstasy.

**Trust:** devotion, acceptance, affection, trust, kindness, love, and friendliness.

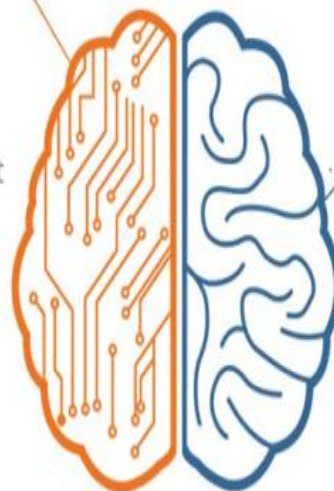
### ***Different Types of Emotions and How They Are Expressed***

We make decisions with **emotional brain** & justify them with **rational brain**

#### **7 Academic Emotions**

Focus  
on these  
once  
they're  
committed  
to learning.

Curiosity  
Delight  
Flow  
Engagement  
Confusion  
Frustration  
Boredom



#### **6 Basic Emotions**

To get  
people's  
attention,  
appeal  
to these.

Anger  
Disgust  
Fear  
Joy  
Sadness  
Surprise



## Personality and Values



The field of personality psychology studies the nature and definition of personality as well as its development, structure and trait constructs, dynamic processes, variations (with emphasis on enduring and stable individual differences), and maladaptive forms.

**personality** Enduring characteristics that describe an individual's behavior.

### How does personality develop?

Your personality isn't immutable and unchanging. Research suggests that you're not simply born with certain patterns and traits, rather, they develop over time.

Your personality can be influenced by:

- genes
- biology
- life experiences
- adverse events you've faced

- community and culture
- early bonds
- raising styles

## The Myers-Briggs Type Indicator

The Myers-Briggs Type Indicator (MBTI) is the most widely used personality assessment instrument in the world.<sup>10</sup> It is a 100-question personality test that asks people how they usually feel or act in particular situations. Respondents are classified as extraverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). These terms are defined as follows:



**Extrovert**

Are energized by people, enjoy a variety of tasks, a quick pace and good at multitasking

**Sensors**

Are realistic people who like to focus on the facts and details, and apply common sense and Past experience to come up with practical solutions to problems.

**Introvert**

Often like working alone or in small groups, prefer a more deliberate pace and like to focus on one task at a time.

**Intuitive**

Prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solution to problems.

**Thinkers**

Tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

**Judgers**

Tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

**Feelers**

Tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their action.

**Perceivers**

Prefer to keep their option open, like to be able to act spontaneously, and like to be flexible with making plans.

## The Myers-Briggs Type Indicator

## The Big Five Personality Model

The Big Five Model, also known as the Five-Factor Model, is the most widely accepted personality theory held by psychologists today. The theory states that personality can be boiled down to five core factors, known by the acronym CANOE or OCEAN.

### The „Big Five“ Personality Traits

<b>O</b>	Openness to Experience	Appreciation for art, new ideas, variety of experiences imagination and curiosity
<b>C</b>	Conscientiousness	Tendency towards self-discipline and striving for achievement against measures or outside expectations.
<b>E</b>	Extraversion	Gain energy from external situations and means, enjoy a breadth of activities and assert their viewpoints
<b>A</b>	Agreeableness	Value social harmony and getting along with others, optimistic, kind and generous towards others
<b>N</b>	Neuroticism	Tendency to experience negative emotions, such as anger, anxiety, or depression. Low tolerance of stress

- **Conscientiousness** – impulsive, disorganized vs. disciplined, careful
- **Agreeableness** – suspicious, uncooperative vs. trusting, helpful
- **Neuroticism** – calm, confident vs. anxious, pessimistic
- **Openness to Experience** – prefers routine, practical vs. imaginative, spontaneous
- **Extraversion** – reserved, thoughtful vs. sociable, fun-loving

## Values

Values are often taken to mean moral ideas, attitudes to the world, or norms and behaviors that are considered ‘good’ in a particular group, community or organization. They’re usually abstract nouns, like ‘authenticity’ or ‘respect’. They may also simply be valued interests, activities, preferences and dispositions.

It’s helpful to think of values as the things that are most important to you. They’re the things that motivate us and guide our decisions. We may have many values, and different ones in different areas of our lives – for example as individuals and members

of families, groups and communities. These may also overlap – and they may change over time.

A few examples are:

- Personal. Individual values may include empathy, honesty, kindness or generosity.
- Relationships. Interpersonal values may include trust, friendship, loyalty or intimacy.
- Work. Values in your working life may include professionalism, leadership or teamwork.
- Society. Values related to wider society may include environmentalism, social justice or charity.



## Why Values are Important

Values lay the foundation for our understanding of people's attitudes and motivation and influence our perceptions. We enter an organization with preconceived notions of what "ought" and "ought not" to be.

These notions are not value-free; on the contrary, they contain our interpretations of right and wrong and our preference for certain behaviors or outcomes over others. As a result, values cloud objectivity and rationality; they influence attitudes and behavior. Suppose you enter an organization with the view that allocating pay on the basis of performance is right, while allocating pay on the basis of seniority is wrong. How will you react if you find the organization you've just joined rewards seniority and not performance? You're likely to be disappointed—and this can lead to job dissatisfaction and a decision not to exert a high level of effort because "It's probably not going to lead to more money anyway." Would your attitudes and behavior be different if your values aligned with the organization's pay policies? Most likely

## *The Difference Between Personality and Values*

Values influence our motivations and what we feel is right whereas personality influences how we express ourselves

Values and personality interact in a logical way. There is evidence of a small correlation between some Big 5 personality types and given values. For example a small positive correlation between agreeableness and benevolence. Extraverts have been found to value stimulation and exciting new experiences.

Both values and personality influence goal attainment: The manner in which we strive for goals is more driven by our personality. The content of the goal is more driven by our values.

Personality refers to the enduring characteristics and behavior that comprise a person's unique adjustment to life, including major traits, interests, drives, values, self-concept, abilities, and emotional patterns. Various theories explain the structure and development of personality in different ways, but all agree that personality helps determine behavior.



	personality	Values
<b>Explanation</b>	Our patterns of thinking and feeling	One's judgment of what is important in life.
<b>Impact</b>	What we naturally tend to do. Affects our working styles and how we make more spontaneous decisions.	What we think we ought to do. Affects larger and more deliberate decisions like how we set goals, priorities our time manage emotion.
<b>Conflict</b>	Different personalities might antagonize each other, but personality traits don't conflict each other; you can be conscientious and extraverted. People also don't tend to think their personality is "right" and that others are "wrong"- they're clearly "just different". This makes accepting diversity easier.	There's a higher risk of conflict when we compare values. Some values tend to be pursued at the expense of the others, and by definition people tend to think their prioritization of values is "right". Therefore there is more common conflict between team members when it's a values difference.
<b>Nature or nurture</b>	Nature and some nurture. There is "robust evidence that genetic factors substantially influence personality traits".	Nurture. Values are learned through social interactions in society and especially parents and peers.
<b>use</b>	Useful to understand our style and how we may appear to others, comparing our personality and preference to behave in certain ways can be matched against roles that need to be performed.	An individual's congruence with team values can help predict performance. Useful to understand the root of conflict between pairs in thr team. Enables comparison of personal and organizational values.

## Motivation Concepts



**Motivation** is a state of mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals.

**Motivation** is a force that pushes people to work with a high level of commitment and focus, even if things are going against them. Motivation translates into a certain kind of human behavior. In short, motivation is the driving force behind human actions.

The term motivation is derived from the word ‘motive’. The word ‘motive’ as a noun means an objective, as a verb this word means moving into action. Therefore, motives are forces which induce people to act in a way, so as to ensure the fulfillment of a particular human need at a time. Behind every human action there is a motive. Therefore, management must provide motives to people to make them work for the organization.

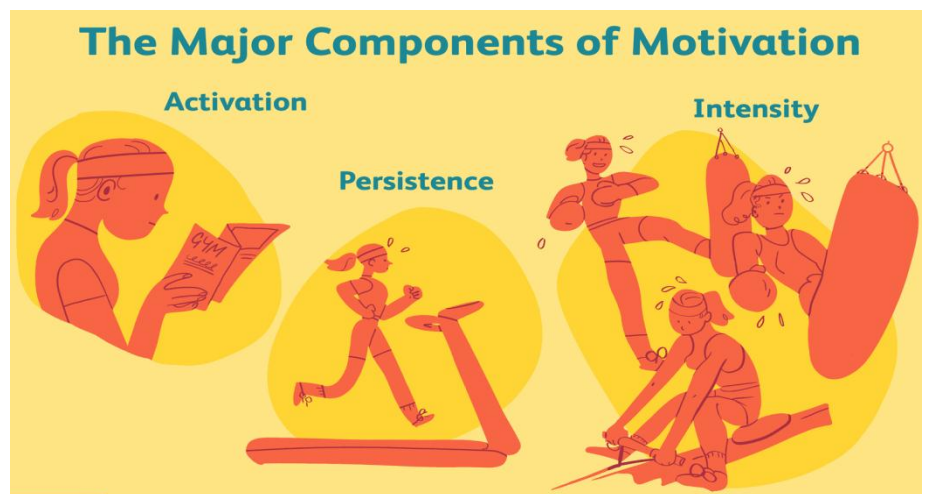
The term motivation describes why a person does something. It is the driving force behind human actions. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.

For instance, motivation is what helps you lose extra weight, or pushes you to get that promotion at work. In short, motivation causes you to act in a way that gets you closer to your goals. Motivation includes the biological, emotional, social, and cognitive forces that activate human behavior.

Motivation also involves factors that direct and maintain goal-directed actions. Although, such motives are rarely directly observable. As a result, we must often infer the reasons why people do the things that they do based on observable behaviors.

Learn the types of motivation that exist and how we use them in our everyday lives. And if it feels like you've lost your motivation, do not worry. There are many ways to develop or improve your self-motivation levels.

According to **Arnold**, there are 3 components of motivation: Intensity, Activation and persistence.



These different elements or components are needed to get and stay motivated. Researchers have identified three major components of motivation: activation, persistence, and intensity.

- **Activation** is the decision to initiate a behavior. An example of activation would be enrolling in psychology courses in order to earn your degree.
- **Persistence** is the continued effort toward a goal even though obstacles may exist. An example of persistence would be showing up for your psychology class even though you are tired from staying up late the night before.
- **Intensity** is the concentration and vigor that goes into pursuing a goal.<sup>5</sup> For example, one student might coast by without much effort (minimal intensity) while another student studies regularly, participates in classroom discussions, and takes advantage of research opportunities outside of class (greater intensity).

The degree of each of these components of motivation can impact whether you achieve your goal. Strong activation, for example, means that you are more likely to start pursuing a goal. Persistence and intensity will determine if you keep working toward that goal and how much effort you devote to reaching it.

Furthermore, literature distinguishes 2 types of factors that influence motivation:

**Intrinsic** – self generated factors (responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work, opportunities for advancement) – they have a deeper and longer-term effect

**Extrinsic** – what is done for people to motivate them (rewards, promotion, punishment) – they have an immediate and powerful effect, but won't necessarily last long

In other words: **Intrinsic motivation** comes from a person's internal desire to do something. Reasons may be that a particular activity gives him or her pleasure, helps to develop a particular skill or seems to be the right thing to do in moral / ethical terms.

**Extrinsic motivation** is generated by external factors that are less related to the particular task.

### A Third Type of Motivation?

Some research suggests that there is a third type of motivation:

**family motivation.** An example of this type is going to work when you are not motivated to do so internally (no intrinsic motivation), but because it is a means to support your family financially.

## Why Motivation Is Important

Motivation serves as a guiding force for all human behavior. So, understanding how motivation works and the factors that may impact it can be important for several reasons.

Understanding motivation can:

- Increase your efficiency as you work toward your goals.
- Drive you to take action.
- Encourage you to engage in health-oriented behaviors.
- Help you avoid unhealthy or maladaptive behaviors, such as risk-taking and addiction.
- Help you feel more in control of your life.
- Improve your overall well-being and happiness.

## IMPORTANCE OF MOTIVATION



## Theories of Motivation

Motivation is a huge field of study. Psychologists have proposed many different theories of motivation. Some of the most famous motivational theories include the following:

### 1. Maslow's Theory of Hierarchical Needs

Abraham Maslow postulated that a person will be motivated when all his needs are fulfilled. People do not work for security or money, but they work to contribute and to use their skills. He demonstrated this by creating a pyramid to show how people are motivated and mentioned that ONE CANNOT ASCEND TO THE NEXT LEVEL UNLESS LOWER-LEVEL NEEDS ARE FULFILLED. The lowest level needs in the pyramid are basic needs and unless these lower-level needs are satisfied people do not look at working toward satisfying the upper-level needs.

Below is the hierarchy of needs:

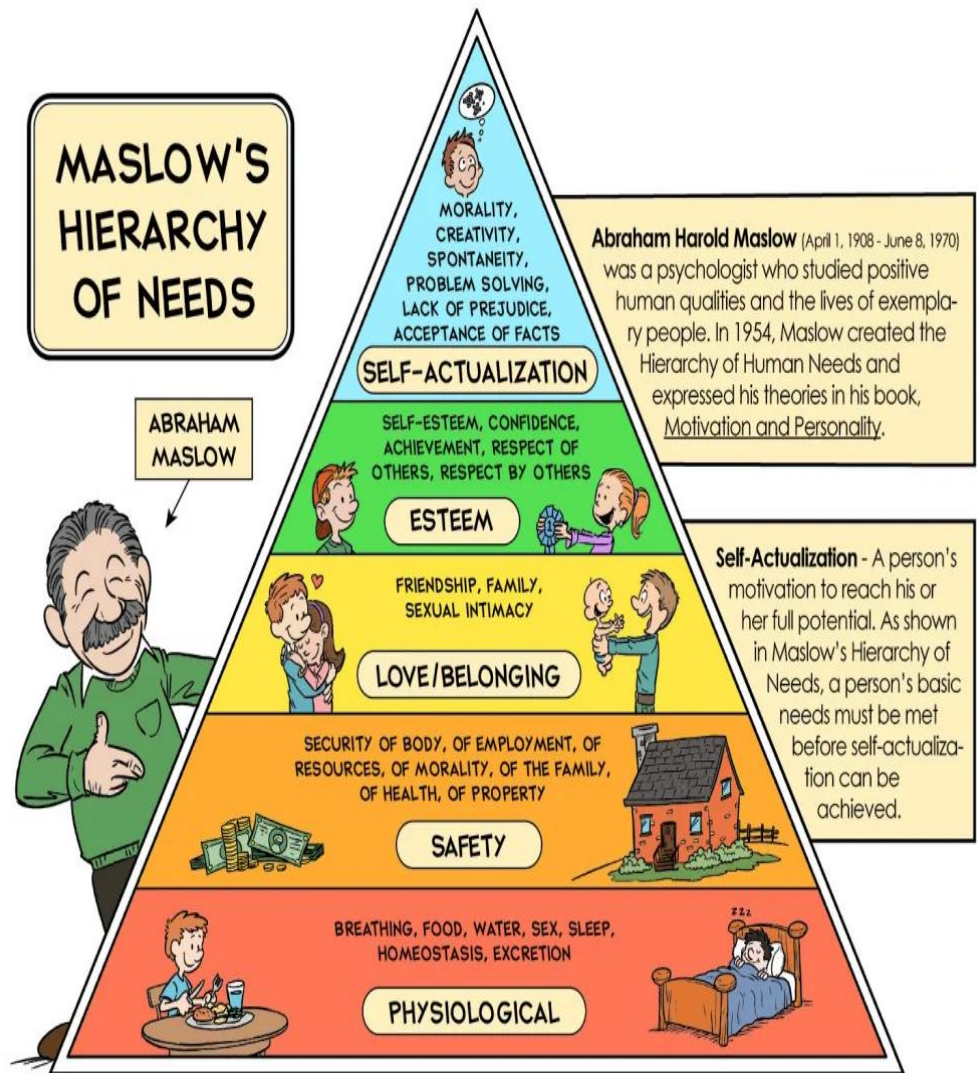
- Physiological needs: are basic needs for survival such as air, sleep, food, water, clothing, sex, and shelter.
- Safety needs: Protection from threats, deprivation, and other dangers (e.g., health, secure employment, and property)
- Social (belongingness and love) needs: The need for association, affiliation, friendship, and so on.
- Self-esteem needs: The need for respect and

recognition.

- Self-actualization needs: The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest-level need to which a human being can aspire.

### hierarchy of needs:

Abraham Maslow's hierarchy of five needs—physiological, safety, social, esteem, and self-actualization—in which, as each need is substantially satisfied, the next need becomes dominant. .





Although no need is ever fully gratified, a substantially satisfied need no longer motivates. Thus as each becomes substantially satisfied, the next one becomes dominant. So if you want to motivate someone, according to Maslow, you need to understand what level of the hierarchy that person is currently on and focus on satisfying needs at or above that level, moving up the steps in Exhibit.

Maslow separated the five needs into higher and lower orders. Physiological and safety needs, where the theory says people start, were **lower-order needs**, and social, esteem, and self-actualization were **higher-order needs**. Higher-order needs are satisfied internally (within the person), whereas lower-order needs are predominantly satisfied externally (by things such as pay, union contracts, and tenure).

#### **Lower-order needs :**

*Needs that are satisfied externally, such as physiological and safety needs .*

**self-actualization** :*The drive to become what a person is capable of becoming.*

**higher-order needs:**  
*Needs that are satisfied internally, such as social, esteem, and self-actualization needs.*

## **2. Herzberg's two-factor Theory**

Herzberg classified the needs into two broad categories; namely hygiene factors and motivating factors:

- poor hygiene factors may destroy motivation but improving them under most circumstances will not improve team motivation.
- hygiene factors only are not sufficient to motivate people, but motivator factors are also required .

Herzberg's two-factor principles		
Influenced by Hygiene Factors (Dis-satisfiers)	Improving motivator factors increases job satisfaction	Influenced by motivator factors (Satisfiers)
<ul style="list-style-type: none"> <li>- Working condition.</li> <li>- Coworker relations.</li> <li>- Policies &amp; rules.</li> <li>Supervisor quality.</li> </ul>	Improving the hygiene factors decreases job dissatisfaction	<ul style="list-style-type: none"> <li>• Achievements</li> <li>• Recognition</li> <li>• Responsibility</li> <li>• Work itself</li> <li>• Personal growth</li> </ul>

### 3. McClelland's Theory of Needs

McClelland affirms that we all have three motivating drivers, which do not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

The three motivators are:

- **Achievement:** a need to accomplish and demonstrate own competence. People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgment of their progress.
- **Affiliation:** a need for love, belonging and social acceptance. People with a high need for affiliation are motivated by being liked and accepted by others. they tend to participate in social gatherings and may be uncomfortable with conflict.

- **Power:** need for controlling own work or the work of others. People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance.



#### 4. Vroom's Theory of Expectancy

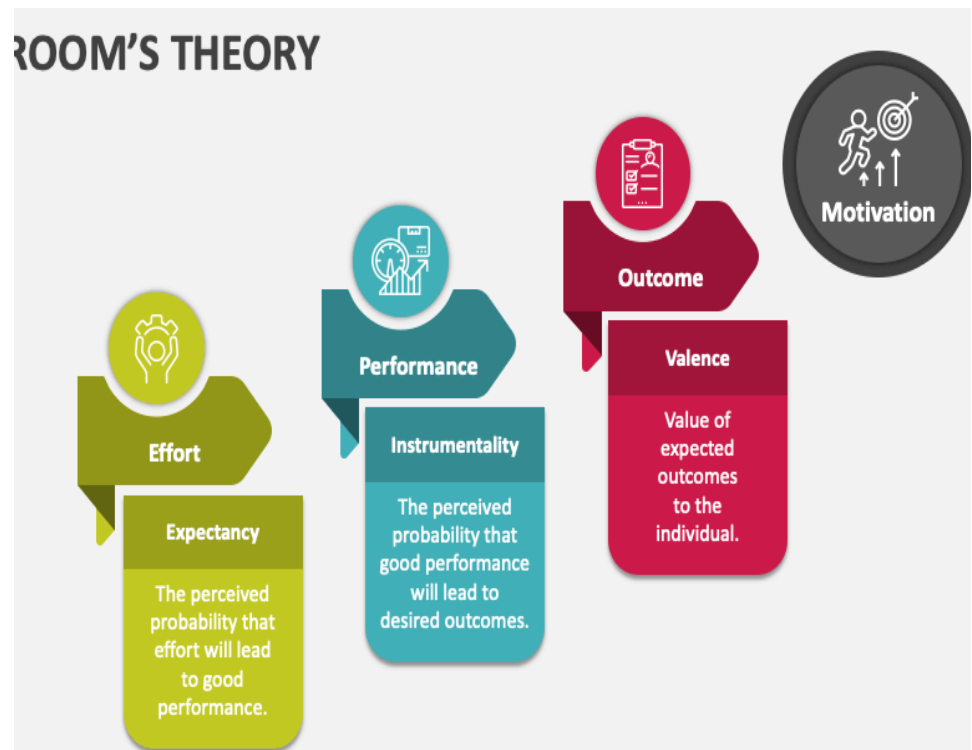
Vroom's expectancy theory of motivation says that an individual's motivation is affected by their expectations about the future. In his view, an individual's motivation is affected by –

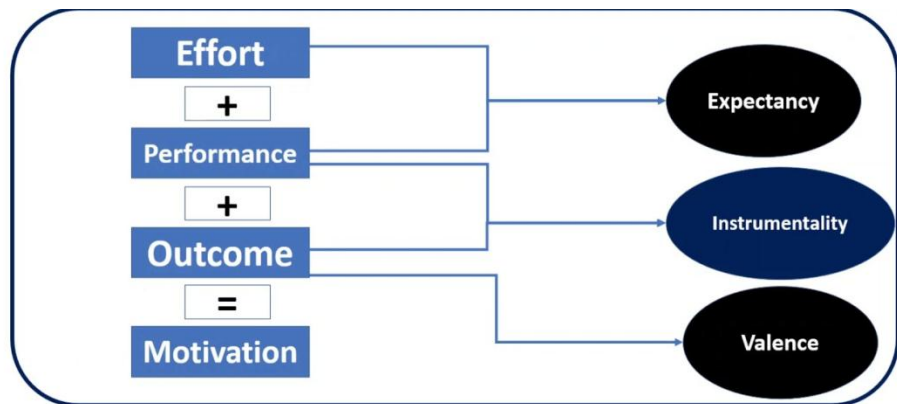
- **Expectancy:** Here the belief is that increased effort will lead to increased performance i.e., if I work harder then it will be better. This is affected by things such as:
  - Having the appropriate resources available (e.g., raw materials, time)
  - Having the appropriate management skills to do the job
  - Having the required support to get the job done (e.g., supervisor support, or correct information on the job)
- **Instrumentality:** Here the belief is that if you perform

well, then the outcome will be a valuable one for me. i.e., if I do a good job, there is something in it for me. This is affected by things such as:

- A clear understanding of the relationship between performance and outcomes – e.g., the rules of the reward ‘game’
  - Trust in the people who will take the decisions on who gets what outcome
  - Transparency in the process decides who gets what outcome
- **Valence:** is how much importance the individual places upon the expected outcome. For example, if someone is motivated by money, he or she might not value offers of additional time off.

## ROOM'S THEORY





## 5. McGregor's Theory X and Theory Y

Theory X and Theory Y were first explained by McGregor in his book, "The Human Side of Enterprise," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y).

**Theory X:** Managers who accept this theory believe that if you feel that your team members dislike their work, have little motivation, need to be watched every minute, and are incapable of being accountable for their work, avoid responsibility and avoid work whenever possible, then you are likely to use an authoritarian style of management. According to McGregor, this approach is very "hands-on" and usually involves micromanaging people's work to ensure that it gets done properly.

**Theory Y:** Managers who accept this theory believe that if people are willing to work without supervision, take pride in their work, see it as a challenge, and want to achieve more, they can direct their own efforts, take ownership of their work and do it effectively by themselves. These managers

use a decentralized, participative management style.

### Theory X and Theory Y (Douglas McGregor)

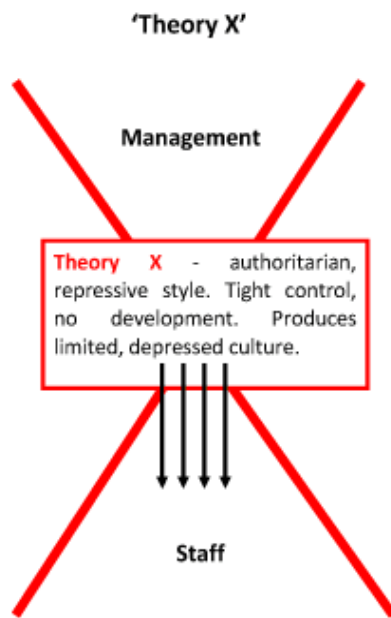
#### Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.



#### Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.



## 6. Alderfer's ERG Theory

C. P. Alderfer, an American psychologist, developed Maslow's hierarchy of needs into a theory of his own.

His theory suggests that there are three groups of core needs: existence (E), relatedness (R), and growth (G). These groups are aligned with Maslow's levels of physiological needs, social needs, and self-actualization needs, respectively.

Existence needs concern our basic material requirements for living, which include what Maslow categorized as physiological needs such as air, sleep, food, water, clothing, sex and shelter and safety-related needs such as health, secure employment, and property.

Relatedness needs have to do with the importance of maintaining interpersonal relationships. These needs are based on social interactions with others and are aligned with Maslow's levels of love/belonging-related needs such as friendship, family, and sexual intimacy and esteem-related needs such as gaining the respect of others.

Growth needs describe our intrinsic desire for personal development. These needs are aligned with the other part of Maslow's esteem-related needs such as self-esteem, self-confidence, and achievement, and self-actualization needs such as morality, creativity, problem-solving, and discovery.

Alderfer is of the opinion that when a certain category of needs is not being met, people will redouble their efforts

to fulfill needs in a lower category.

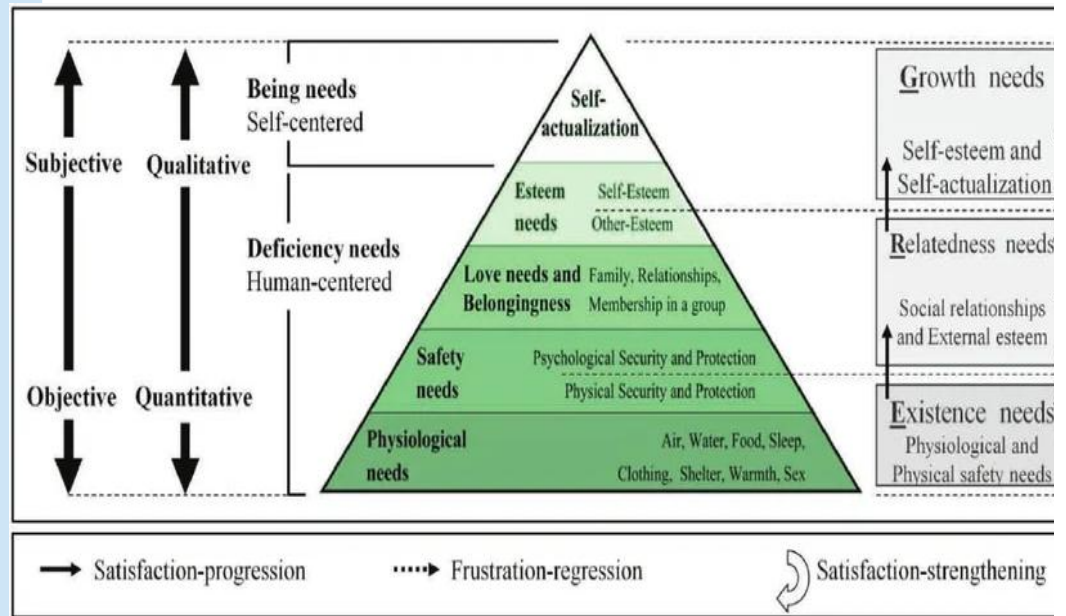
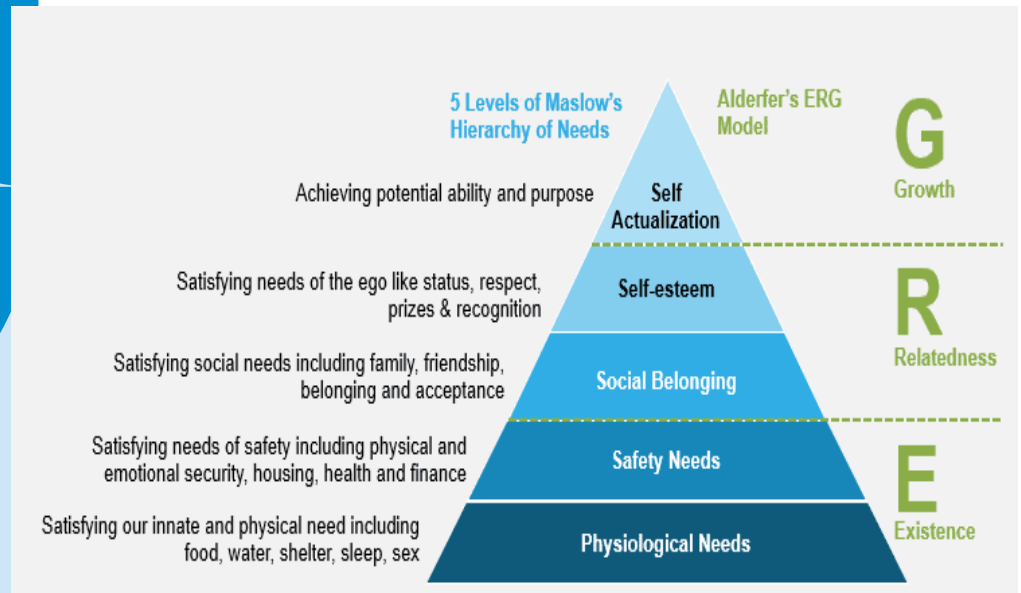
Maslow's theory is very rigid and it assumes that the needs follow a specific and orderly hierarchy and unless a lower-level need is satisfied, an individual cannot proceed to the higher-level need i.e., an individual remains at a particular need level until that need is satisfied.

Whereas, according to Alderfer's theory, if a higher-level need is aggravated, an individual may revert to increasing the satisfaction of a lower-level need. This is called the frustration-regression aspect of ERG theory. ERG theory is very flexible as Alderfer perceived the needs as a range/variety instead of perceiving them as a hierarchy i.e., an individual can work on growth needs even if his existence or relatedness needs remain unsatisfied.

For e.g., when growth needs aggravate, then an individual might be motivated to accomplish the relatedness need and if there are issues in accomplishing relatedness needs, then he might be motivated by the existence needs. Hence in this manner, frustration or aggravation can result in regression to a lower-level need.

Another example could be, if someone's self-esteem is suffering, he or she will invest more effort in the relatedness category of needs.







# THE GROUP

# The Group



## foundations of group behavior

group is formed when two or more people interact and come together to accomplish a common goal. The main reason behind creating groups is that they are more effective, and people can be influenced by others' actions, feelings, thoughts, and behaviors. **Group behavior** refers to the observable acts and feelings of a collection of individuals in a group. A group can influence an individual's behavior to match that of the group. This is called conformity. The formal definition of **group conformity** refers to how individuals change their beliefs or behavior to fit in a particular group.

*After studying this chapter, you should be able to:*

- Define *group* and distinguish the different types of groups.
- Identify the five stages of group development. Show how role requirements change in different situations.
- Demonstrate how norms and status exert influence on an individual's behavior.
- Show how group size affects group performance.
- Contrast the benefits and disadvantages of cohesive groups.
- Understand the implications of diversity for group effectiveness.
- Contrast the strengths and weaknesses of group decision making.
- Compare the effectiveness of interacting, brainstorming, nominal, and electronic meeting groups.



### Formal Groups

**Command** – determined by the organization chart

**Task** – working together to complete a job task



### Informal Groups

- **Interest** – affiliate to attain a specific objective of shared interest
- **Friendship** – members have one or more common characteristics

group Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.

**formal group:** A designated work group defined by an organization's structure.

**informal group:** A group that is neither formally structured nor organizationally determined; such a group appears in response to the need for social contact



## Group

**Group behavior** refers to the actions, thoughts, or feelings of a collection of people or individuals within a group.

**Group behavior** is often guided by a set of rules or regulations that may not always be the case for every individual within that group.

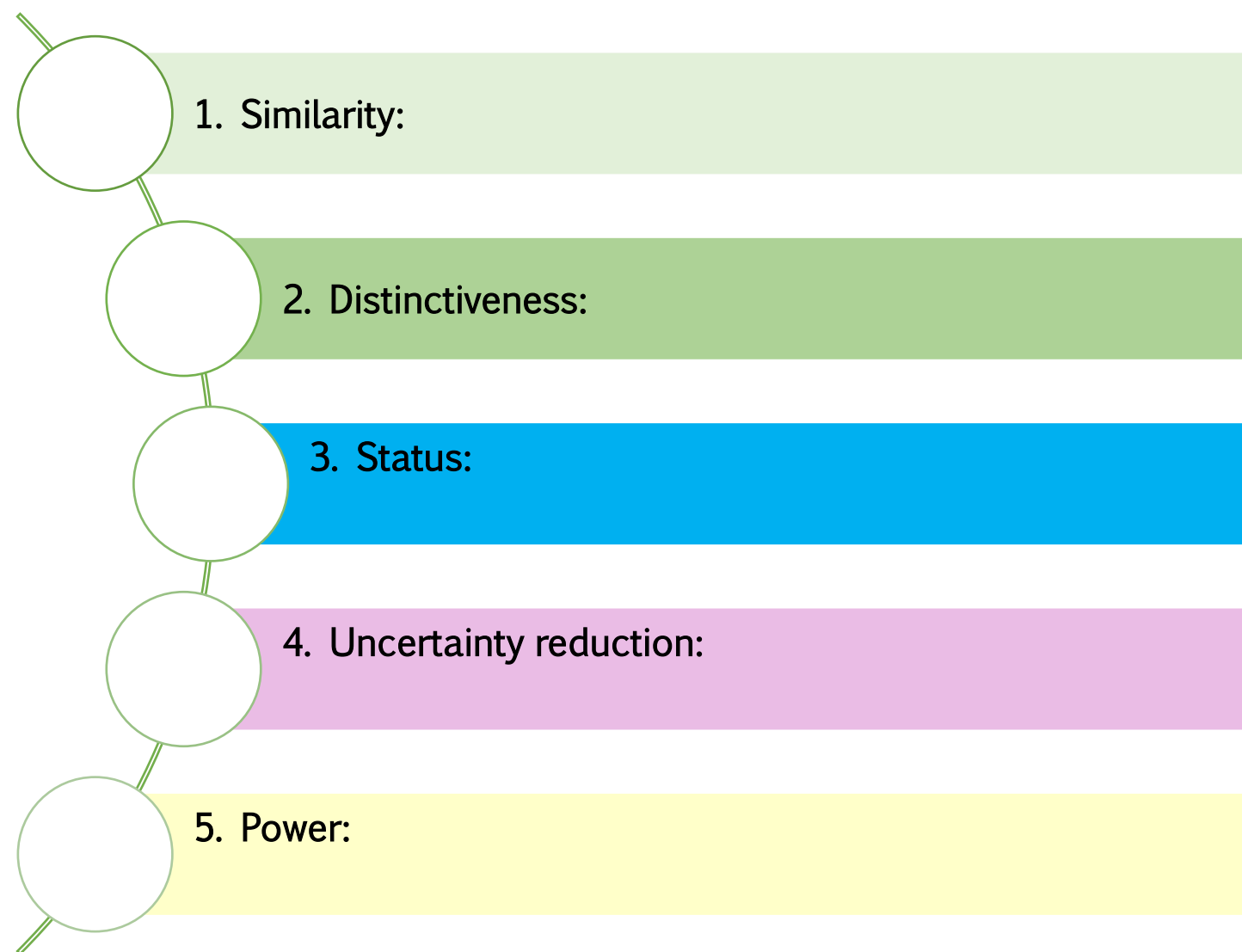
## Group Behavior and Group Identity

Once we identify with a group, we begin to categorize ourselves within an **in-group** and others in an **out-group**. The tendency is to form an "us vs. them" mentality and view out-groups as homogeneous and favor our in-group.

### Out-group

**homogeneity** refers to our tendency to see members of our in-group as individuals and members of an out-group as the same.

**In-group favoritism** or **in-group bias** refers to our tendency to assume that people similar to us are like us, favoring in-group members over out-group members.



## Why Do People Form Groups?

### 1. Similarity.

Not surprisingly, people who have the same values or characteristics as other members of their organization have higher levels of group identification. Demographic similarity can also lead to stronger identification for new hires, while those who are demographically different may have a hard time identifying with the group as a whole.

### 2. Distinctiveness.

People are more likely to notice identities that show how they are different from other groups. Respondents in one study identified more strongly with those in their work group with whom they

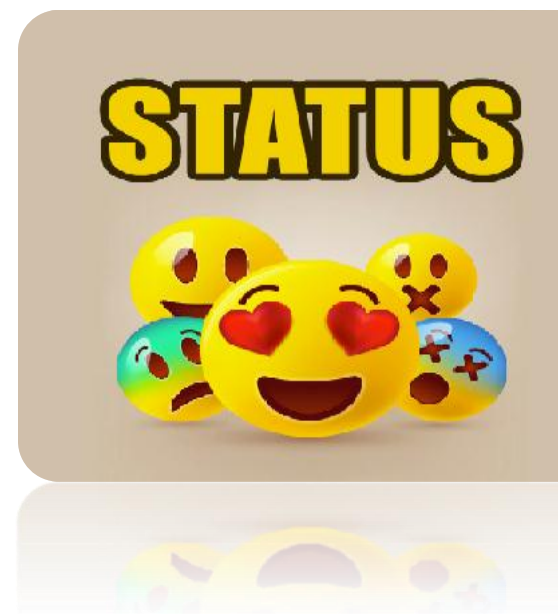
When do people develop a social identity? Several characteristics make a social identity important to a person

shared uncommon or rare demographic characteristics. **For example**, veterinarians who work in veterinary medicine (where everyone is a veterinarian) identify with their organization, and veterinarians in no veterinary medicine fields such as animal research or food inspection (where being a veterinarian is a more distinctive characteristic) identify with their profession.



### 3. Status.

Because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to high-status groups. Graduates of prestigious universities will go out of their way to emphasize their links to their alma maters and are also more likely to make donations. People are likely to not identify with a low-status organization and will be more likely to quit in order to leave that identity behind.



### 4. Uncertainty reduction.

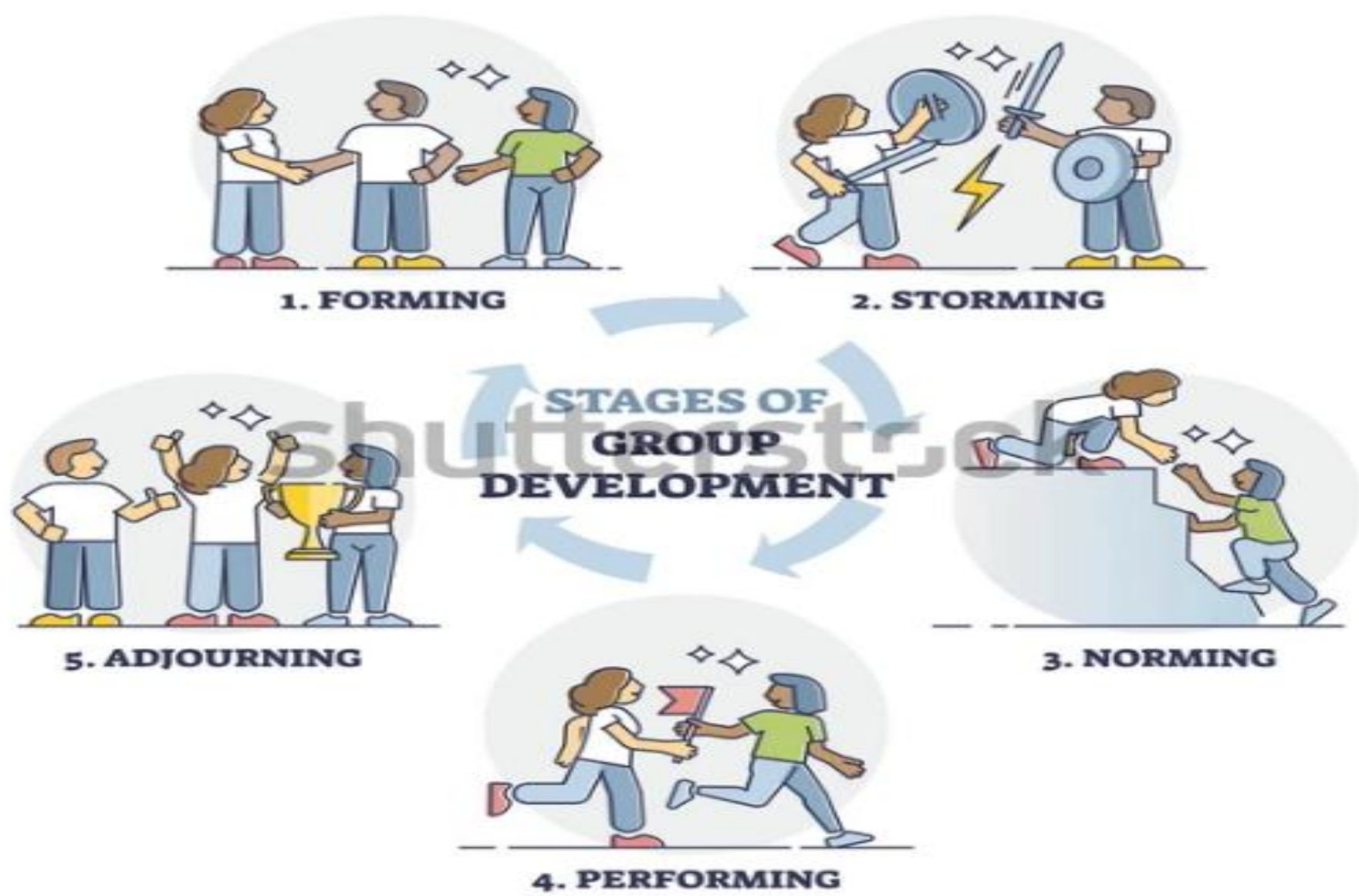
Membership in a group also helps some people understand who they are and how they fit into the world. One study showed how the creation of a spin-off company created questions about how employees should develop a unique identity that corresponded more closely to what the division was becoming. Managers worked to define and communicate an idealized identity for the new organization when it became clear employees were confused.



## 5.Power:

Membership of group offers power to members in at least two ways:

(i) There are sayings such as “united we stand, divided we fall” and “unity is strength.” Workers enjoy much greater power collectively than they do as individuals.



## Stages of Group Development

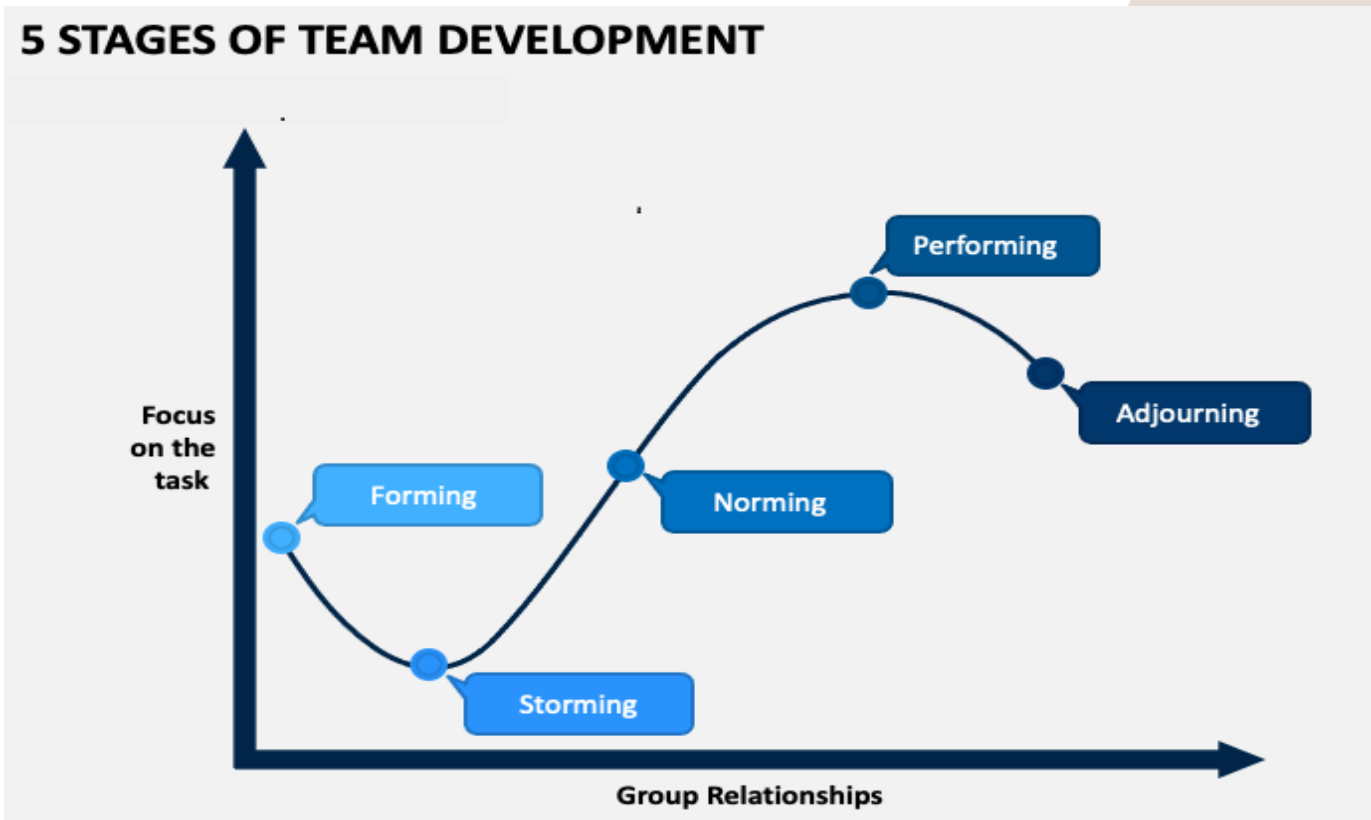
these stages are commonly known as: Forming, Storming, Norming, Performing, and Adjourning. **Tuckman's** model explains that as the team develops maturity and ability, relationships establish, and

five-stage group development model The five distinct stages groups go through: forming, storming, norming, performing, and adjourning

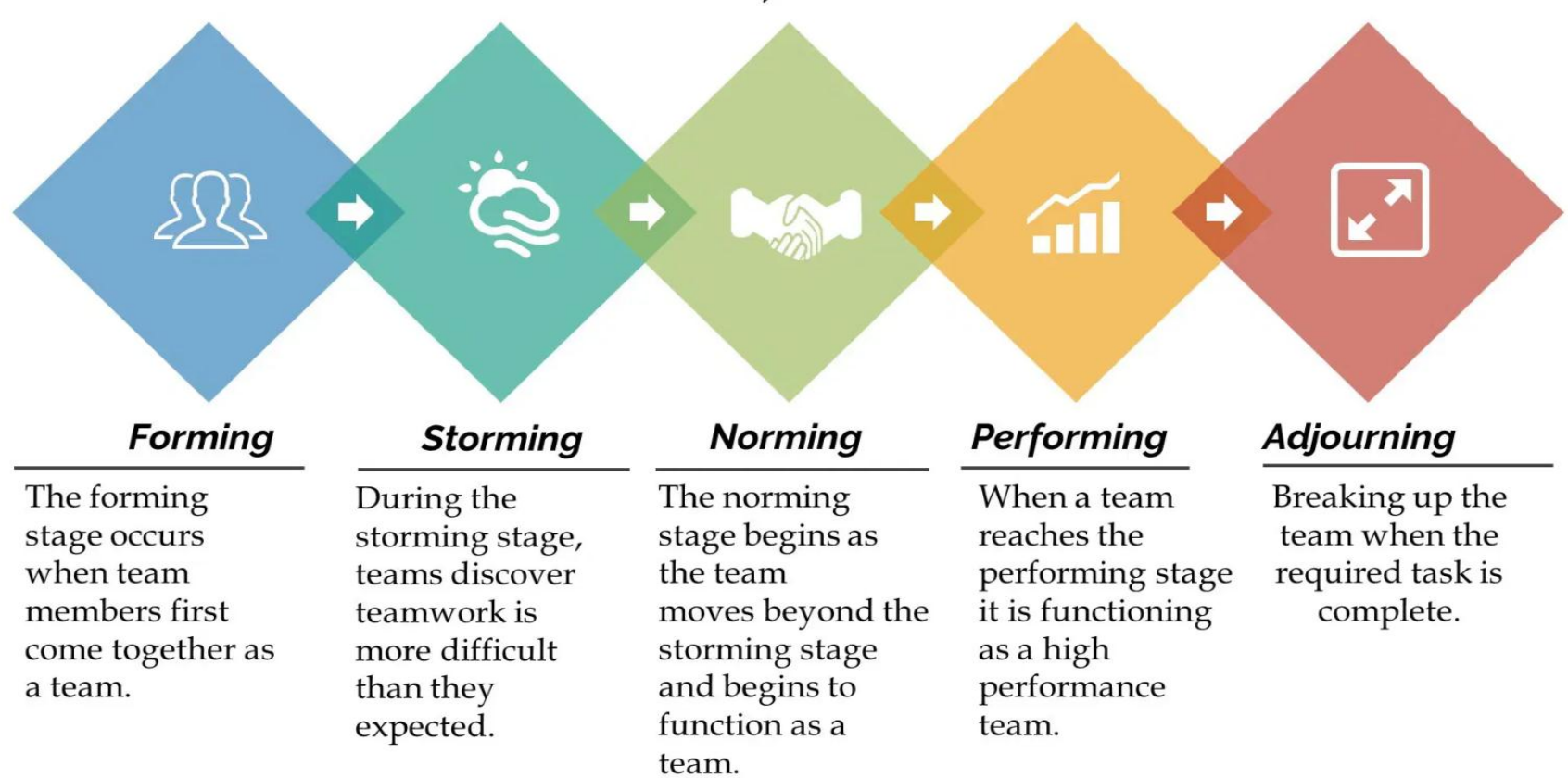
leadership style changes to more collaborative or shared leadership.

**Tuckman's** original work simply described the way he had observed groups evolve, whether they were conscious of it or not. In CORAL, the real value is in recognizing where a team is in the developmental stage process, and assisting the team to enter a stage consistent with the collaborative work put forth. In the real world, teams are often forming and changing, and each time that happens, they can move to a different **Tuckman Stage**. A group might be happily Norming or Performing, but a new member might force them back into Storming, or a team member may miss meetings causing the team to fall back into Storming. Project guides will be ready for this, and will help the team get back to Performing as quickly as possible.

to advance from this stage to the next stage, each member must relinquish the comfort zone of non-threatening topics and risk the possibility of conflict.







## 1. Forming Stage:

- Group's purpose, structure, and leadership.
- Determine acceptable behavior for themselves in the group by trial and error.
- Complete when members have begun to think of themselves as part of a group.

## 2. Storming Stage:

- One of intragroup conflict.
- Conflict over who will control the group.
- When this stage is complete, there will be a relatively clear hierarchy of leadership.

Groups with a strong sense of purpose and strategy tend to rapidly reach the performing stage and improve over time, whereas those with less sense of purpose see their performance worsen over time

**Storming and performing can occur simultaneously, and groups can regress to previous stage**

### **3.Norming Stage: -**

- Complete when the group structure solidifies, and the group has assimilated a common set of expectations of what constitutes correct member behavior.

### **4.Performing Stage:**

- Structure is now fully functional.
- Group energy has advanced from understanding each other to performing the task at hand.

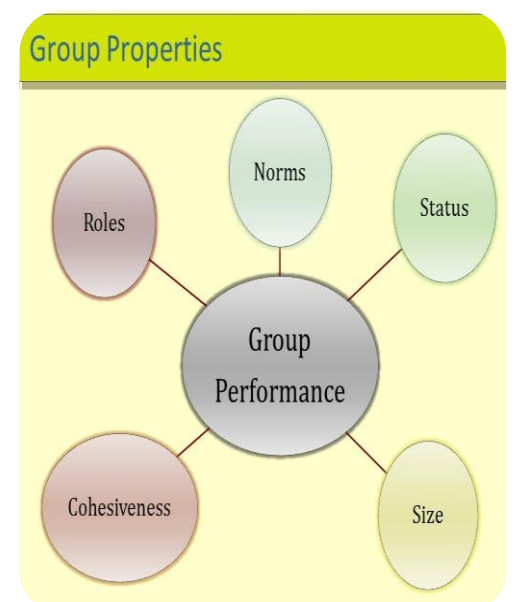
### **5.Adjourning Stage:**

- Wrapping up activities and preparing to disband.
- May be depressed over the loss of camaraderie sustained during the work group's life.
- Still others may feel alienated or angry and happy to move on, particularly if the group did not function well together.



## Group Properties: Roles, Norms, Status, Size, Cohesiveness, and Diversity

Work group structure can be characterized in many different ways. We examine several characteristics that are useful in describing and understanding what makes one group different from another. This matrix of variables will, when taken together, paint a portrait of work groups in terms of relatively enduring group properties. The aspects of group structure to be considered are (1) work roles, (2) work group size, (3) work group norms, (4) status relationships, and (5) work group cohesiveness. Each of these factors has been shown to influence group processes, Thus, the material presented here will be important when we focus on group processes later in the text.



Working groups are not unorganized mobs. The workgroup has properties that shape the behavior of members and make it possible to explain and predict a large portion of the individual behavior within the groups as well as the performance of the group itself. Some of these properties are roles, norms, status, group size and degree of group cohesiveness.

## Group Structure

- Work roles
- Group size
- Norms
- Status systems
- Cohesiveness

## Group Processes

- Leadership
- Communication
- Decision-making
- Power and politics
- Conflict and negotiation

### Group Structure and Process

#### Group Property 1: Roles

In order to accomplish its goals and maintain its norms, a group must differentiate the work activities of its members. One or more members assume leadership positions, others carry out the major work of the group, and still others serve in support roles. This specialization of activities is commonly referred to as role differentiation. More specifically, a work role is an expected behavior pattern assigned or attributed to a particular position in the organization. It defines individual responsibilities on behalf of the group.

It has been suggested that within organizational settings, work roles can be divided into three types on the basis of the nature of the activities that encompass the role. These are:

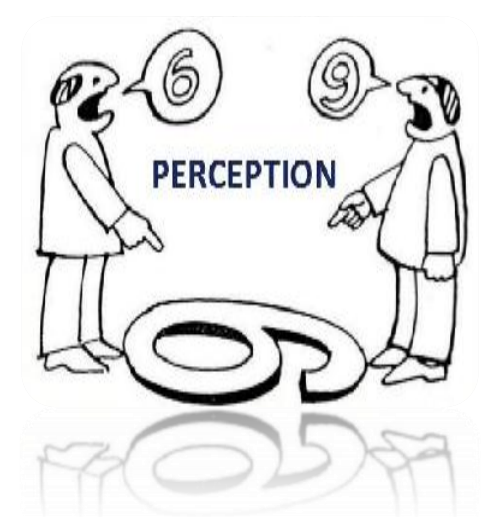


the role is a set of expected behavior patterns attributed to someone occupying a given position in a social unit.

- Task-oriented roles. These roles focus on task-related activities aimed at achieving group performance goals.
- Relations-oriented roles. These roles emphasize the further development of the group, including building group cohesiveness and consensus, preserving group harmony, looking after group member welfare, and so forth.
- Self-oriented roles. These roles emphasize the specific needs and goals of individual members, often at the expense of the group.

### A. Roles perception

Activities of managers and workers alike are guided by their role perceptions, that is, how they are supposed to act in their own roles and how others should act in their roles.



### B. Roles Expectation:

Roles expectations are defined as the way others believe you should act in a given situation. It can be helpful to look at the topic of role expectations from the perspective of the psychological contract—an unwritten agreement that exists between employees and their employer.



If management is derelict in keeping up its part of the bargain, we can expect negative repercussions on employee performance and satisfaction.

### C. Role conflict:

When others have different perception or expectations of a person's role, that person tends to experience role conflict. Such conflict makes it difficult to meet one set of expectations without rejecting another. A company president faced role Conflict, for example, when she learned that both the controller and the personnel director wanted her to allocate the new organizational planning function to their departments



### D. Role ambiguity:

When the role is inadequately defined or is substantially unknown, role ambiguity exists, because people are not sure how they should act in situations of this type. When role conflict and role ambiguity exist, job satisfaction and organizational commitment will likely decline. On the other hand, employees to be more satisfied With their jobs when their roles are clearly defined by job descriptions and statements of performance expectations.



## Group Property2: Norms

Norms is an acceptable standard of behavior within a group that are shared by the group members. It tells the member what they ought and ought not to do under certain circumstances. From individual sub point, they tell what is expected of you in the certain situation. When agreed to. and accepted by the group, norms act as a means of influencing the behavior of group members with a minimum of external control .norms differ among groups .communities and societies but they all have them.

Common Classes of norms: There are some common classes of norms that appear in the most workgroup. Such as:

- Performance norms: Here workgroups typically provide their members with explicit cues on how hard they should work. how to get the job done.
- Appearance norms: A second category encompasses appearance norms. This includes things like appropriate dress. loyalty to the workgroup or organization, when to look busy, and when it is acceptable.
- Arrangement norms: These norms come from informal work groups and primarily regulate



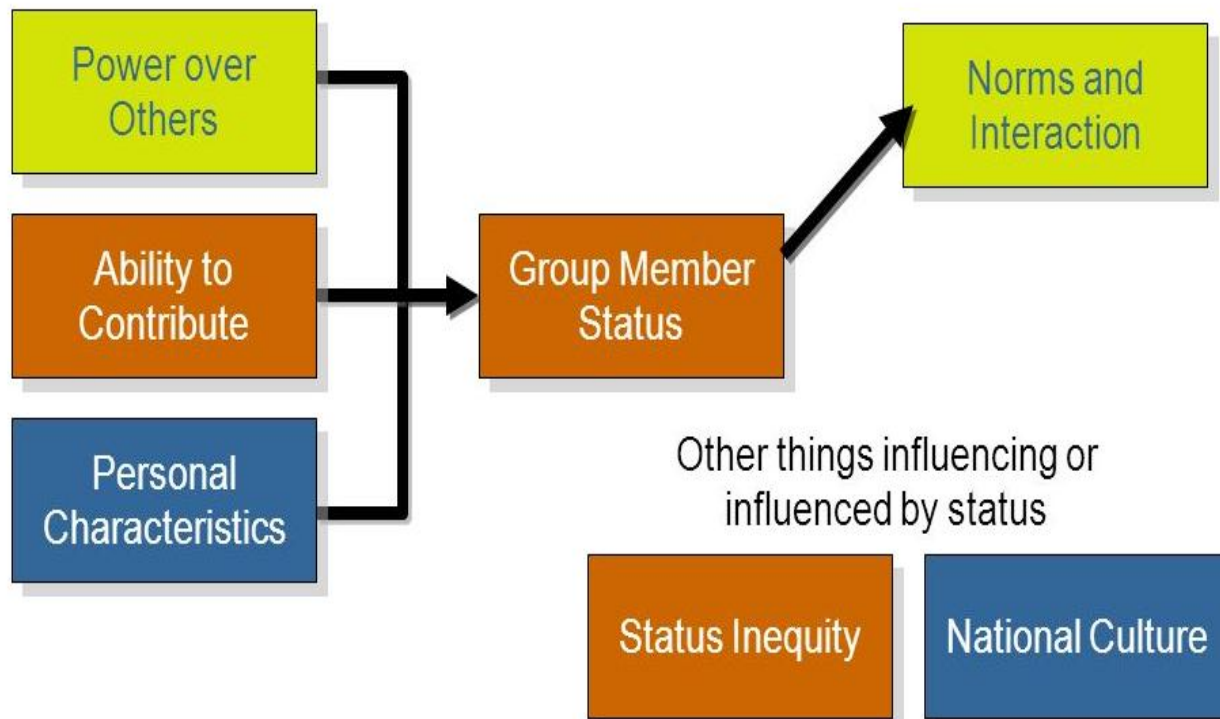
social interactions within the group.

- Resources norms: A final category relates to allocation of resources norms. These norms can originate in the group or in the organizational and cover things like pay, assignment of difficult jobs, and allocation of new tools and equipment.

### Group Property3:Status

#### Group Properties—Status

**Status:** A socially defined position or rank given to groups or group members by others



#### What Determines Status?

According to status characteristics theory, status tends to derive from one of three sources:

- The power a person wields over others. Because they likely control the group's resources, people



who control the outcomes tend to be perceived as high status.

- A person's ability to contribute to a group's goals. People whose contributions are critical to the group's success tend to have high status. Some thought NBA star Kobe Bryant had more say over player decisions than his coaches (though not as much as Bryant wanted!).
- An individual's personal characteristics. Someone whose personal characteristics are positively valued by the group (good looks, intelligence, money, or a friendly personality) typically has higher status than someone with fewer valued attributes.

**Status and Norms** Status has some interesting effects on the power of norms and pressures to conform. High-status individuals are often given more freedom to deviate from norms than are other group members. Physicians actively resist administrative decisions made by lower-ranking insurance company employees.

Status also has its impact in that it has effects on the power of norms and pressures to conform. High-status individuals are often given more freedom to deviate from norms than are other group members. A person who the group values to

a high level, and who isn't obliged to upkeep the group's social rewards is particularly able to disregard conformity norms. In addition, status characteristics theory states that differences in status characteristics create status hierarchies in groups, further influencing individual behavior in the process.



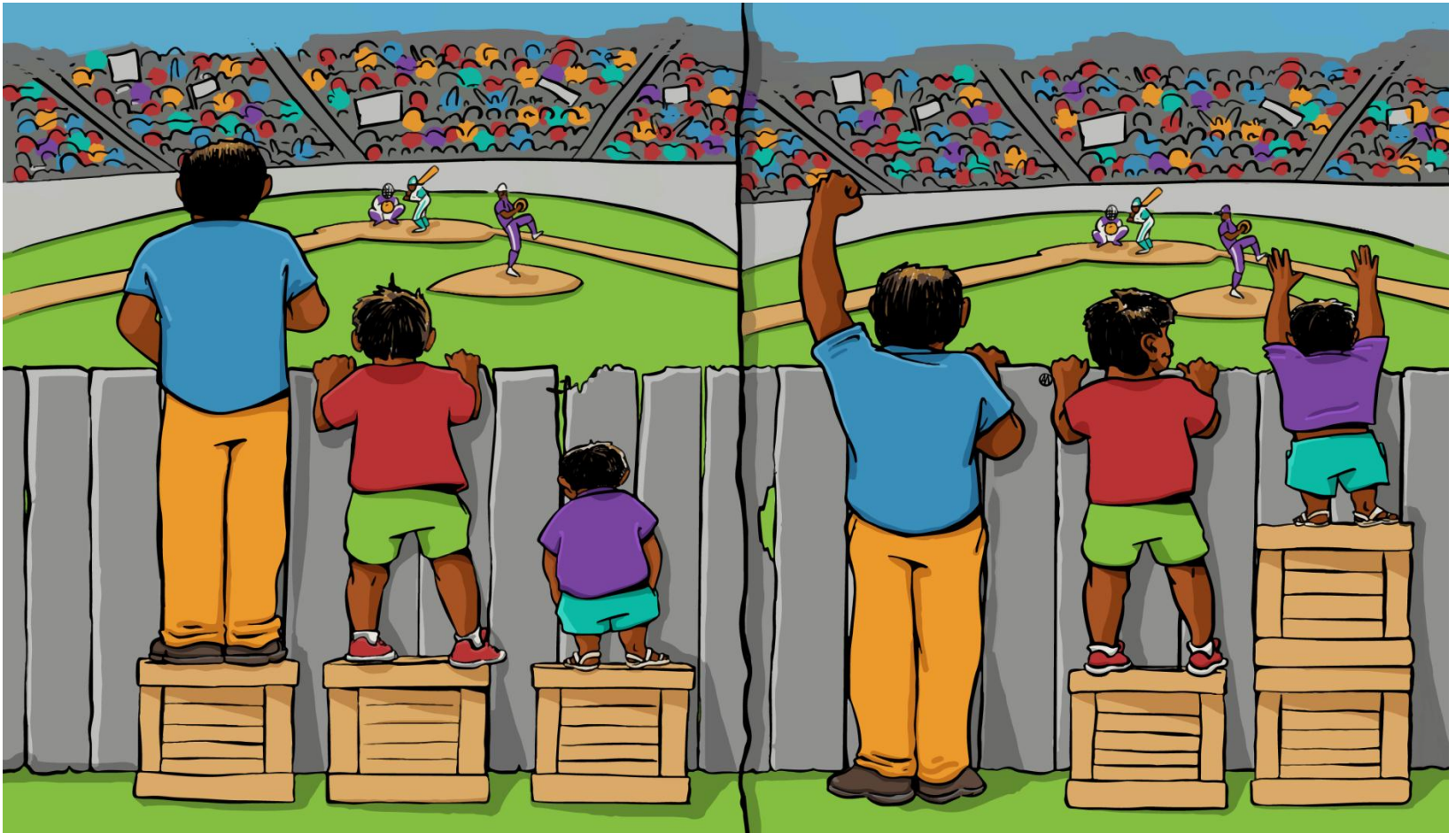
**Status and Group Interaction** High-status people tend to be more assertive group members. They speak out more often, criticize more, state more commands, and interrupt others more often. But status differences actually inhibit diversity of ideas and creativity in groups, because lower-status members tend to participate less actively in group discussions. When they possess expertise and insights that could aid the

**Group interaction** refers to the dynamics of the team and the way individuals in the group interact with one another.

 **Why is status important in a group ?**

first, status can impact us as individuals if we are in a setting where others are perceived as having a higher or lower status than our own. Second, status can impact us if we belong to a group that has some sort of status (strong or weak).

group, failure to fully utilize them reduces the group's overall performance.



-----

**Status Inequity:** It is important for group members to believe the status hierarchy is equitable. Perceived inequity creates disequilibrium, which inspires various types of corrective behavior. Hierarchical groups can lead to resentment among those at the lower end of the status continuum. Large differences in status within groups are also associated with poorer individual performance, lower health, and higher intentions to leave the group.

Status, which is based on differences in esteem and honor, is an ancient and universal form of inequality which nevertheless interpenetrates modern institutions and organizations. Given its ubiquity and significance, we need to better understand the basic nature of status as a form of inequality.

The concept of equity we presented ; applies to status. People expect rewards to be proportionate to costs incurred. If **Dana** and **Anne** are the two finalists for the head nurse position in a hospital, and **Dana** clearly has more seniority and better preparation, Anne will view the selection of **Dana** as equitable. However, if Anne is chosen because she is the daughter-in-law of the hospital director, **Dana** will believe an injustice has been committed

		Cohesiveness	
		High	Low
Performance norms	High	High productivity	Moderate productivity
	Low	Low productivity	Moderate to low productivity

**relationship between performance norms and cohesiveness. In the workplace.**

### Group Property 5: Cohesiveness

Cohesiveness is related to a group's productivity. In fact, the higher the cohesiveness, the more there's a chance of low



productivity, if norms are not established well. If the group established solid, productive performance norms and their cohesiveness is high, then their productivity will ultimately be high. If the group did not establish those performance norms and their cohesiveness is high, then their productivity is doomed to be low. Think about a group of high school friends getting together after school to work on a project. If they have a good set of rules and tasks divided amongst them, they'll get the project done and enjoy the work. And, without those norms, they will end up eating Hot Pockets and playing video games until it's time to go home for dinner.

there are ways to increase cohesiveness within a group.

### **A group leader can:**

- shrink the size of the group to encourage its members get to know each other and can interact with each other.
- increase the time the group spends together, and even increase the status of the group by making it seem difficult to gain entry to it.
- help the group come to agreement around its goals.



- reward the entire group when those goals are achieved, rather than the individuals who made the biggest contributions to it.
- stimulate competition with other groups.
- isolate the group physically.

All of these actions can build the all-important cohesiveness that impacts productivity.



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## Group Decision Making

It is a participatory process in which the group members share their Ideas, Knowledge, Expertise and Experience. The group decisions depend upon:

it is important for the functioning of the group to be able come to an equitable decision as efficiently as possible

- .Maturity Rule
- .Truths
- .Status-Quo, etc.

In organizations, significant decisions are taken by more than one person. The involvement of people in the process gives them a sense of ownership. However, they also bear the risk associated with it



## What is a Group?

Group is the number of individuals who come together and work to attain a common objective.

## What is Decision-making?

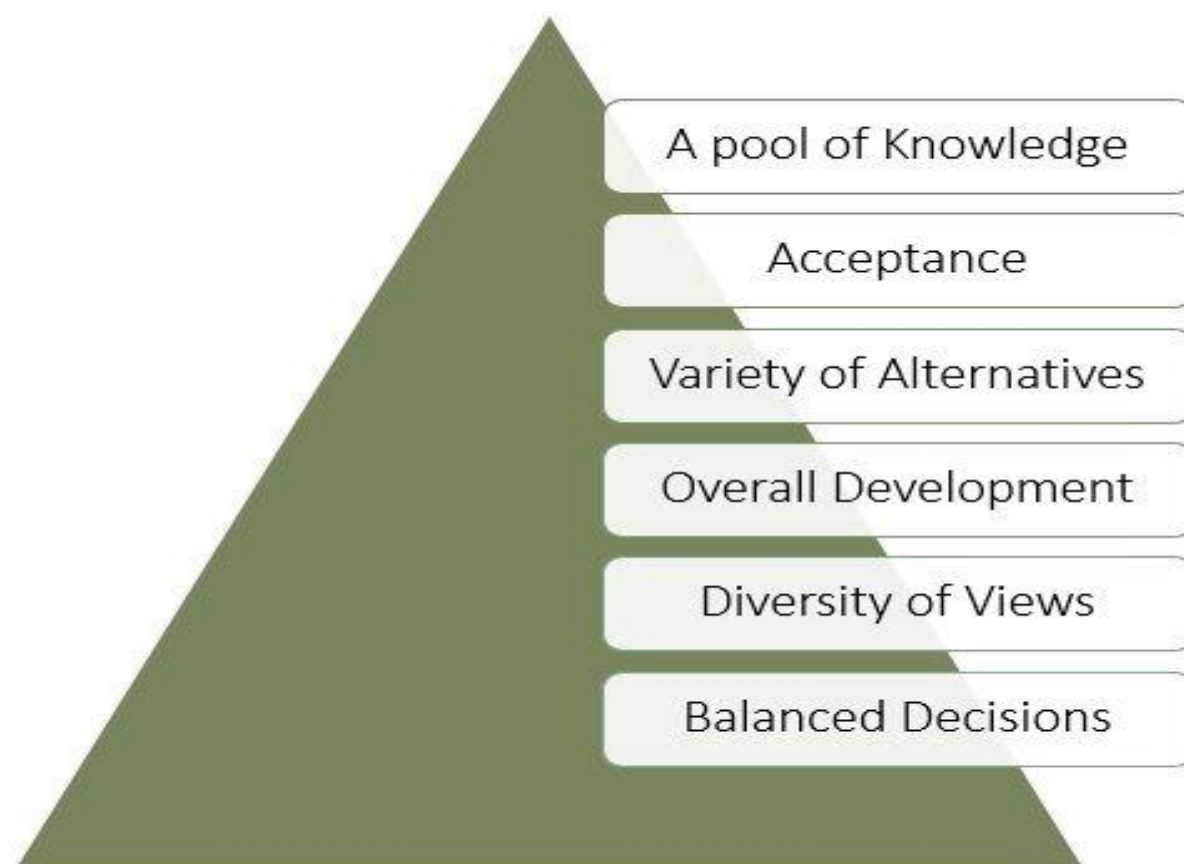
It is a process of selecting the best solution to solve a critical problem.

### ----- Group Decision Making aims to:

- Gain commitment towards the decisions.
- Invest more knowledge and expertise during the process.
- Bring synergy among the group members.

### Advantages of Group Decision-making

The advantages of group decision



Advantages of Group Decision Making

**A pool of Knowledge:** Decision-making in a group involves many people during the process. This brings more knowledge and expertise at the time of decision-making.

- **Acceptance:** As the decision is taken collectively, the members easily accept the decisions.
- **Variety of Alternatives:** A group can generate more alternatives than individuals.

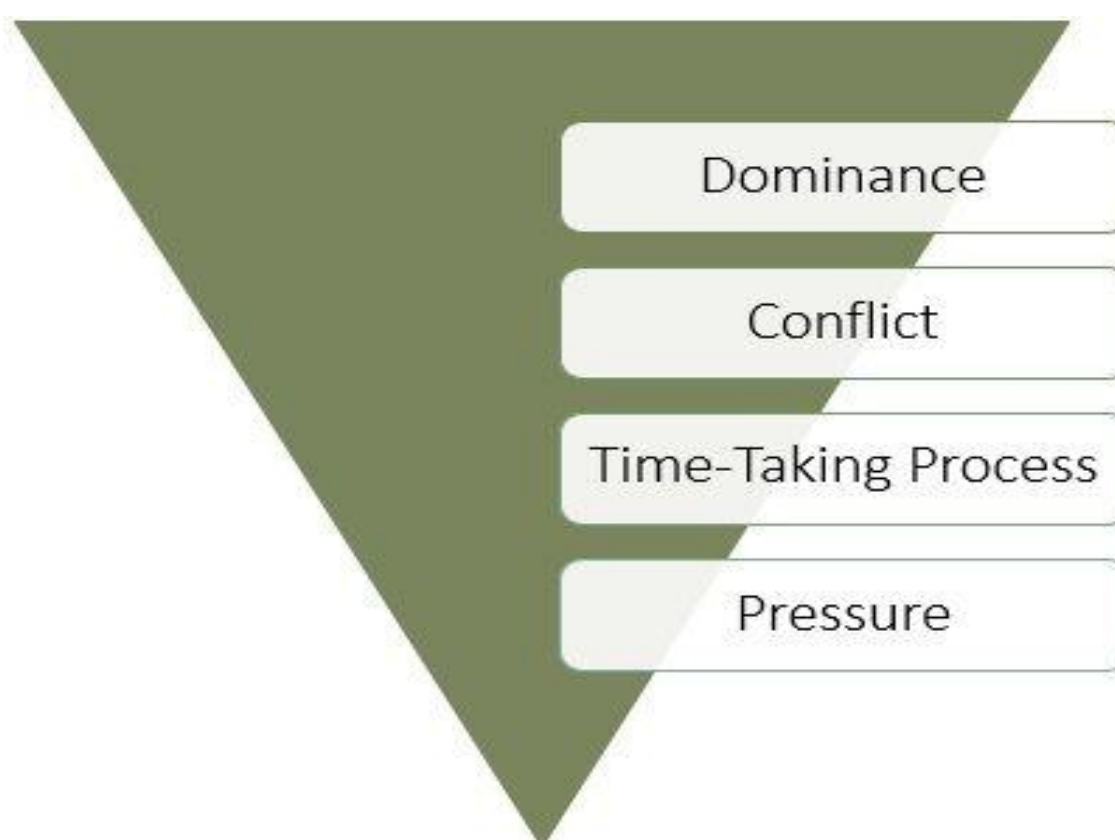




- **Overall Development:** Group decision-making is an interactive process in which all members share their skills and knowledge. Thus, it results in the overall development of the group members.
- **Diversity:** of Views Different individuals possess different views towards a situation. Thus, there is a collection of different ideas for specific problems during decision-making.
- **Balanced Decisions:** Group members ascertain multiple consequences and risks associated with the idea. Hence, results in balanced decision-making.



### Disadvantages of Group Decision-making



Disadvantages of Group Decision Making

- **Dominance:** The group members have to agree with one or more dominating members to make a decision.
- **Conflict:** Disagreement among the group members may lead to conflict in the group.
- **Time-Taking Process:** It may take plenty of time if the group members cannot reach any suitable decision.
- **Pressure:** The group members may feel pressure to accept the decisions taken by others.



## Techniques of Group Decision-making

Group decision-making techniques are the processes that help group leaders in idea generation regarding a business problem. The creativity and expertise of the group members facilitate hedging risks associated with the decision.

The techniques which one can use for group decision-making are discussed in detail below:

## A. Brainstorming



Brainstorming is a group decision-making technique developed by *Alex Osborn*. **This technique aims to generate a pool of ideas in a judgment-free environment.**

In this technique, the group manager clearly states the problem. The group members are asked to generate as many ideas as possible spontaneously.

No criticism, comments, or judgments are allowed during the process. All the ideas are recorded and evaluated by the manager later on.

### Pros:

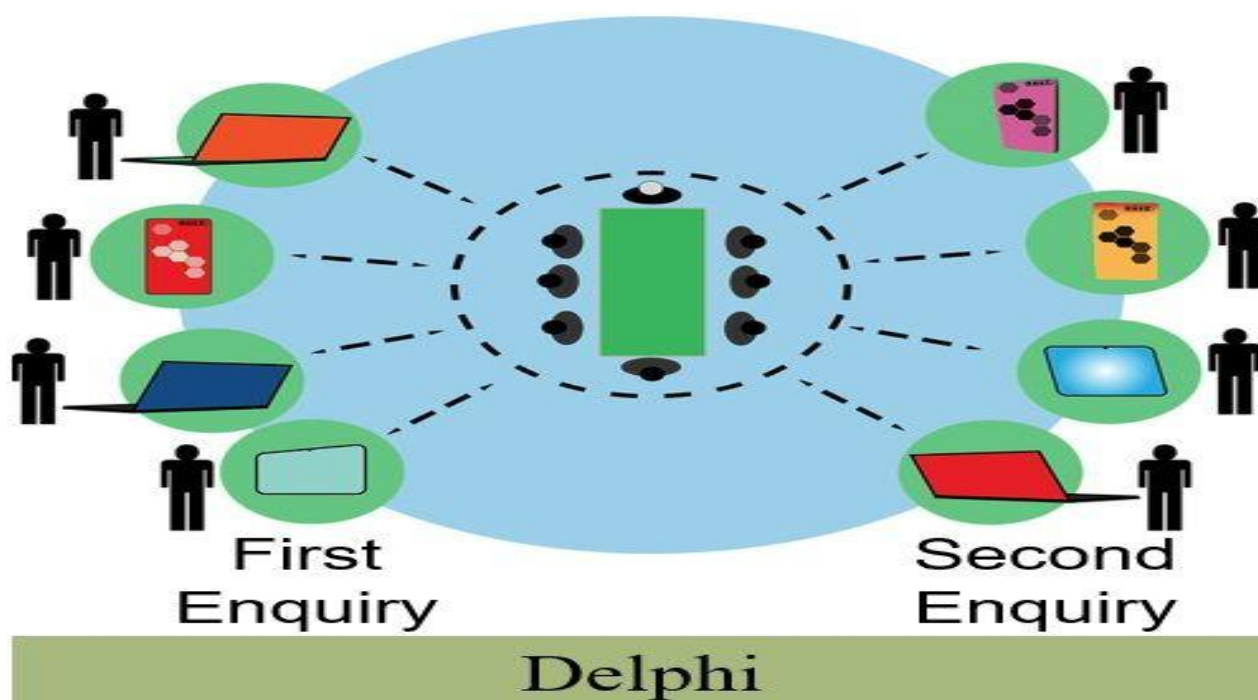
- A list of a large number of creative ideas is created.
- The process is carried out in a bias-free environment.
- It results in a low cost per idea.
- The size of the group is small, which leads to increased participation of group members.

- As there is no restriction or judgment, quality ideas are received.
- The idea is acceptable to all.

### Cons:

- In the end, no plan or solution is generated. Only a list of ideas is left with the manager.
- Due to lack of closure, group members are left dissatisfied.

## B. Delphi Technique



Delphi Technique is a group decision-making and planning process. **Norman C. Dalkey** and his associates at the Rand Corporation developed this technique.

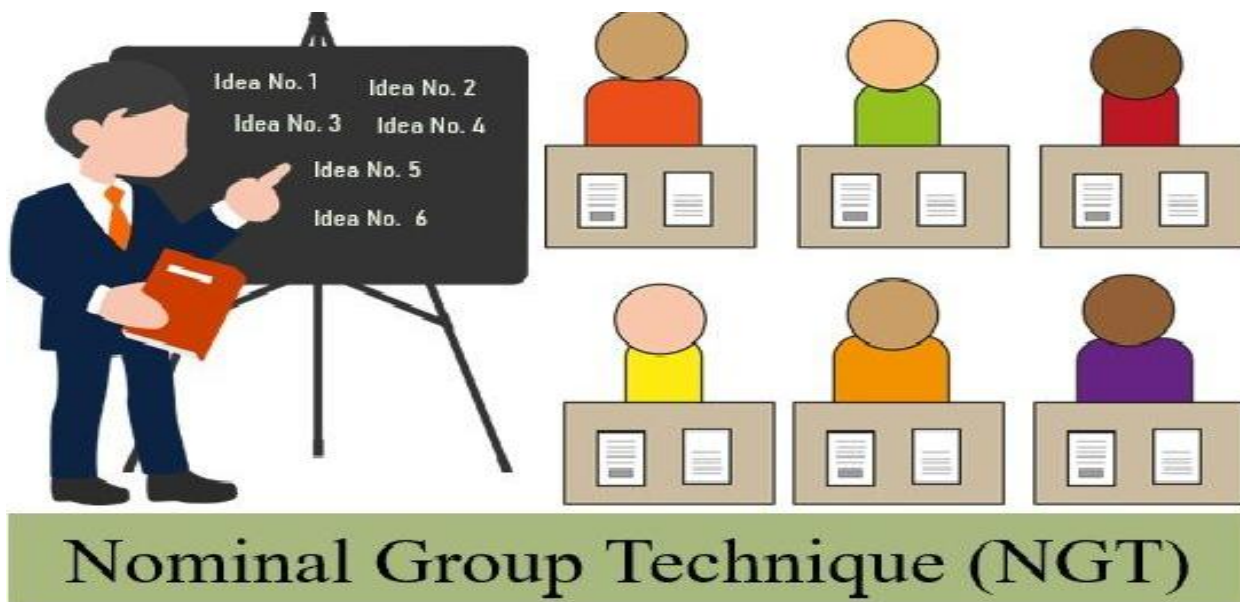
In this, we obtain judgments and solutions through group members **without physical interaction**. Communication takes place through e-mails or other methods via *questionnaires*.

**The steps taken to perform Delphi Technique**

**are as follows:**

- **Delphi Question and the first enquiry:** The group coordinator sends the Delphi Question and Questionnaires to the group members. Post this, they ask group members to share their ideas or solutions for the given problem.
- **The first response:** The members write their views, ideas and possible solutions. Thereafter, they send their answers to the group coordinator.
- **Analysis of first response, feedback and second enquiry:** The group coordinator collects and summarizes their responses. He prepares another questionnaire asking for more refined solutions, clarification, agreements & disagreements of previous ones.
- **The second response:** The group members again record their responses and send them to the coordinator.
- **Continuation of the process:** This process continues until they reach a suitable solution.

## C. Nominal Group Technique (NGT)



This decision-making technique doesn't involve interaction among the group members. The group members are present but don't interact with each other that is why it is called nominal.

The group members need to write their ideas without any discussion. Their opinions are noted on a chart one by one and clarified without any criticism.

### **The steps involved in NGT are as follows:**

- The group members list their ideas silently.
- Group members write their ideas on a chart until all the ideas are listed.
- After that, the members collectively discuss the ideas without criticism.
- In the end, collect a written vote from all the members.

## D. Fish Bowling



Here the group members sit in a circle and one of the group members sits at the center. Generally, the member seated in the center is the decision-maker. Besides, he suggests solutions for the problem given by the group members.

All the members will ask questions and critically evaluate the solution suggested by the person in the center. But, the group members cannot interact with each other. After all the views are expressed, select the ones with censes.

## E. Electronic Meeting



It is a blend of the NGT technique and technology. In this method, the group hosts the meetings through an electronic medium. The problem is shared with the group online, and the members submit their responses through votes. However, the vote signifies agreement or disagreement with the idea or suggestions.

**Pros:**

- The group members can be honest without any pressure.
- It is a less time taking process.

**Cons:**

- The members with good typing speed can excel compared to those with low or average typing speed.
- Excellent ideas are not recognized.





## Understanding Work Teams

-----

A team is a group of individuals, all working together for a common purpose. The individuals comprising a team ideally should have common goals, common objectives and more or less think on the same lines. Individuals who are not compatible with each other can never form a team. They should have similar if not the same interests, thought processes, attitude, perception and likings.

Why Have Teams Become So Popular?  
Great way to use employee talents Teams are more flexible and responsive to changes in the environment Can quickly assemble, deploy, refocus, and disband Facilitate employee involvement Increase employee participation in

decision making Democratize an organization and increase motivation Note: teams are not ALWAYS effective.

## Difference between Group and Team



A group is not necessarily a team. A group can have individuals with varied interests, attitude as well as thought processes. It is not necessary that the group members would have a common objective or a common goal to achieve.

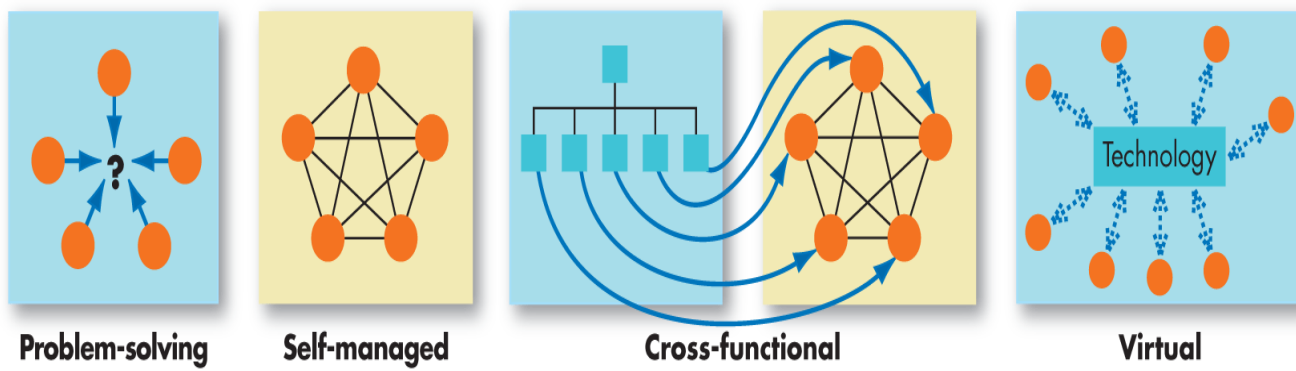
What happens in a political rally? The political leader appeals to the individuals to cast the votes in his favor only. Do you think all of them would cast the votes in favor of the leader? There would always be some individuals who would support his opponent. This is example of a group. All individuals gathered on a common platform but had dissimilar interests and likings. Some were in favor of the leader while some against.

A team must have individuals with a common objective to achieve. They should all work together and strive towards the achievement of a common

The team members must complement each other. All team members should help each other and work in unison. Personal interests must take a back seat and all of them must deliver their level best to achieve the team objective. Team members must not argue among themselves or underestimate the other member.

goal.

## Types of Teams



Organizations have a sales team, administration team, human resources team operation team and so on. All the members of the sales team would work together to achieve the sales target and generate revenues for the organization.

### A. Problem-Solving Team

As the name suggests itself, a problem-solving team is created to solve specific problems of the firm that may be in terms of efficiency, work process, quality, productivity, and work environment. Problem-solving teams have members, normally, consisting of 5 to 12.

Such teams have a responsibility to find the causes of problems and solutions to them. These teams are formed by employees with the same departments or units and they are supposed to offer solutions on how the work process should be improved.

Members of a problem-solving team do not have the authority to implement their suggestions, they can only provide suggestions and solutions. A quality circle is an example of a problem-solving team in which members share their ideas and find the most probable solution to the problem.



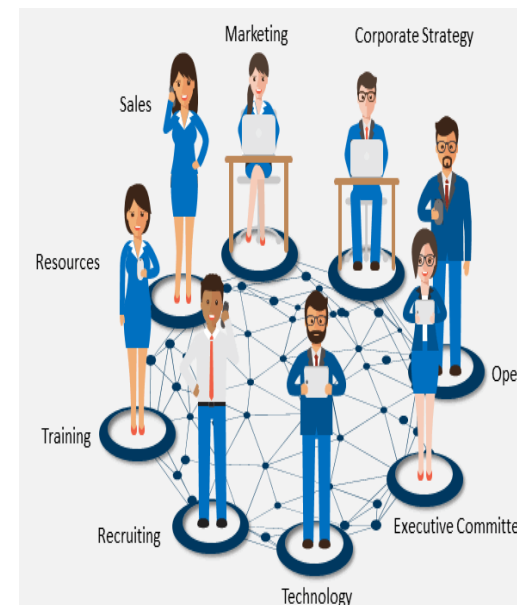
## B. Cross-functional teams

A **cross-functional team** is composed of representatives of various departments that have diverse functional expertise and skills but still work on the same objectives. Their main purpose is to break silos in the organizational structure. Like functional teams, cross-functional ones are homogeneous, as their members belong to the same hierarchical level.

**Examples:** a project team or a marketing team

### Advantages:

- Diversity of perspectives. Each team member is an expert in a particular area, which helps a team see various sides of the problem and look for unconventional solutions.
- Organizational alignment. Cross-functional work lets employees understand how departments are connected and affect each other, this way helping them share a common vision.
- Accountability. When something does not go as planned, traditional functional teams tend to put the blame on other departments. This is not the case with cross-functional teams.



*This helps to create well-rounded people throughout the organization that can think through complex problems more critically, and allows them to adjust their perspective of the product's development by considering how it affects others.*

- Diversity of abilities. A cross-functional team is able to handle different types of projects.

### **Disadvantages:**

- Problems with team cohesion. It takes time for the members of cross-functional teams to work smoothly.
- Conflicts caused by clashes of opinions.
- Risk of decreased efficiency. Cross-functional teams may have difficulties trying to provide quality and meet standards since they have to deal with different processes and tools.

### **C. Self-Managed Work Teams**

A **self-managed team** is a group of employees who work collaboratively and take full responsibility for both work processes and the final result. They work autonomously, without the supervision of a manager. This means that besides creating products or services, they also perform basic management functions - organizing, planning, leading, and controlling.

In self-managed teams, the decision-making power is distributed horizontally among team members. People make commitments to each other rather than to a leader.



**Advantages:**

- Higher motivation. Decision-making autonomy empowers employees to be active participants of business development. This encourages them to contribute more and make a difference, which makes such teams high-performing.
- Focus on customers. Self-managed teams seek to satisfy the customer, not the leader. This way, they look for opportunities to enhance their product or service.
- Adaptability. Since there is no traditional organizational hierarchy, such a team is more adaptable and ready to react in unstable situations.
- Cost-effectiveness. A company doesn't have to hire managers and, consequently, spend money on that.

**Disadvantages:**

- They are hard to implement. For most of us, self-management can seem too unusual. We're familiar with the old model of vertical management, where there is a manager on top of the hierarchy who gives directions and controls subordinates. To build a successful self-managed team, employees need special

training.

- Leadership problems. Without one specific leader, the chances are that more ambitious people will try to become informal leaders. That challenges the idea of self-management, because members of self-managed teams have equal power by default.
- They won't work for teams that are not self-sufficient. Self-management empowers – but having opportunities doesn't mean you will use them. People may need someone who would encourage them to improve. In a self-managed team, people are busy with their own development, while in a traditional team, there is a manager who probably knows and keeps track of your strengths and weaknesses, and takes time to help you move in the right direction.

#### **D. Virtual Teams**

These teams, also called remote or geographically dispersed, are teams the members of which work remotely, not being physically present. This has been made possible thanks to technological development. The Covid-19 pandemic caused the outburst of virtual teams – people had to work from home, but even after the pandemic, the trend of remote work still stays with



US.

One of the secret benefits of using remote workers is that the work itself becomes the yardstick to judge someone's performance. – Jason Fried, the co-founder and CEO at 37signals

As a subtype of virtual teams, we can mention teams who work in asynchronous environment – which is, not only from different places, but also from different time zones. While working remotely still presumes you're supposed to attend real-time meetings and answer email within specific time frames, working asynchronously gives you a chance to communicate the way that works for you, using alternative methods, like recorded briefings. Organized properly, asynchronous work environments can be very productive.

**Examples:** freelance teams, service (client support) teams, network teams.

### **Advantages:**

- Decreased costs, for both employers and employees. Employers don't have to pay rent for office buildings and utilities, and employees can save money otherwise spent on travel expenses.
- They allow recruiting a wider range of talent. It's easier to find qualified employees when



your choice is not geographically limited.

- A better work-life balance for employees. Working from home, you don't have to spend time on traveling to the office and back. This way, you get a chance to spend this time the way you'd like – sleeping more or spending time with family. Flexibility provided by virtual teams also lets you plan your time the way it works for you, so you can visit a doctor or solve administrative issues in the morning, and then continue work in the evening.

### **Disadvantages:**

- It takes longer to make decisions.
- Working virtually may negatively affect team culture. Without real-life communication, team members may feel disconnected. It can also create trust issues, and hinder building a respectful workplace. Besides, leadership may have trouble trying to develop cultural values and get people to pursue the same company goals.
- Some people have difficulties with personal time management. This is not only about missing deadlines – after all, deadlines are often missed at the office, too. For people with poor time management skills, working in

virtual teams can be challenging as it requires you to schedule your time yourself.

## Creating Effective Teams



## Team Effectiveness

### context

- Adequate resources.
- leadership and structure.
- climate of trust.
- performance evaluation and reward system.

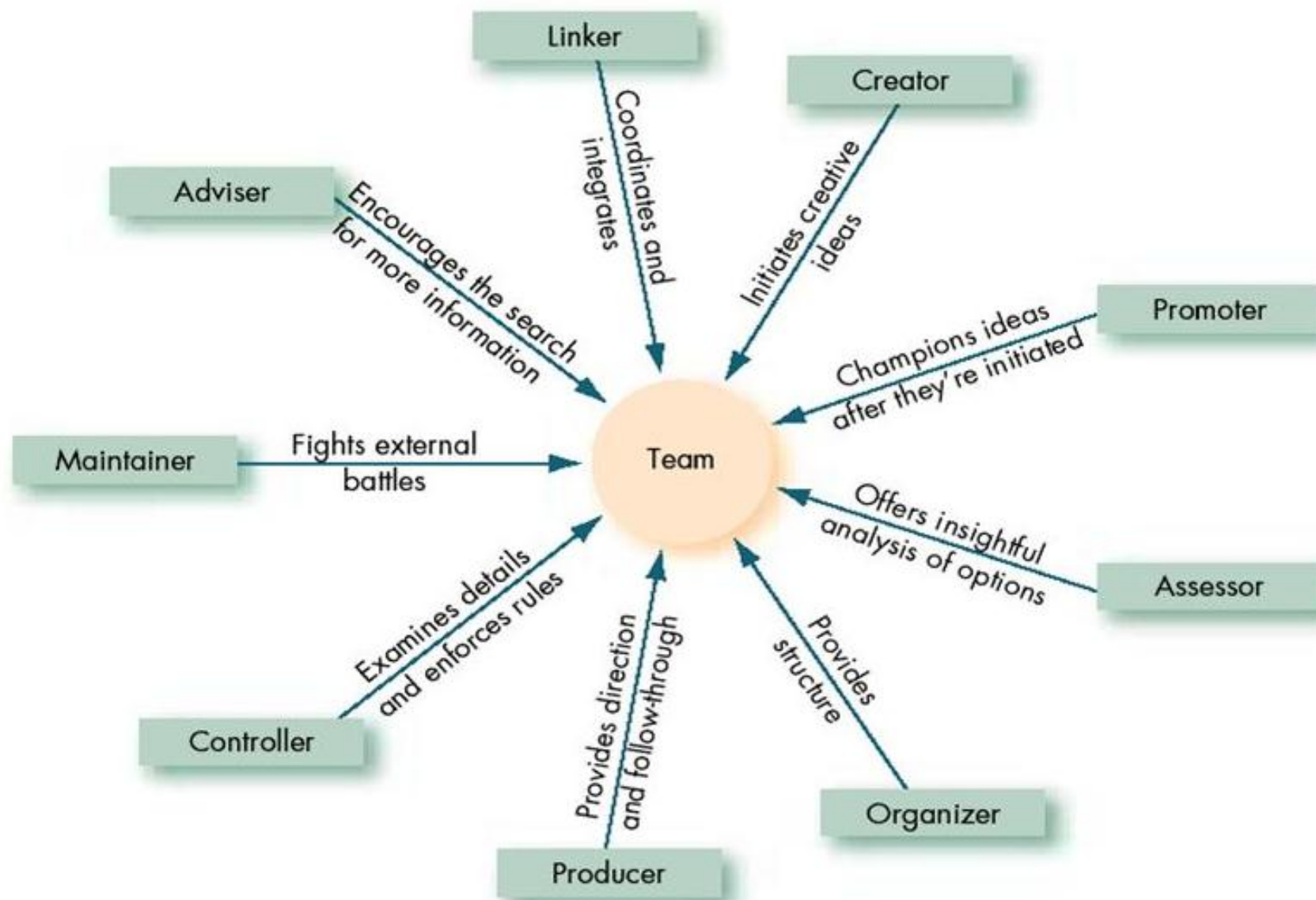
### composition

- abilities of members.
- allocating roles.
- personality.
- diversity.
- cultural differences.
- size of teams.
- member performance.

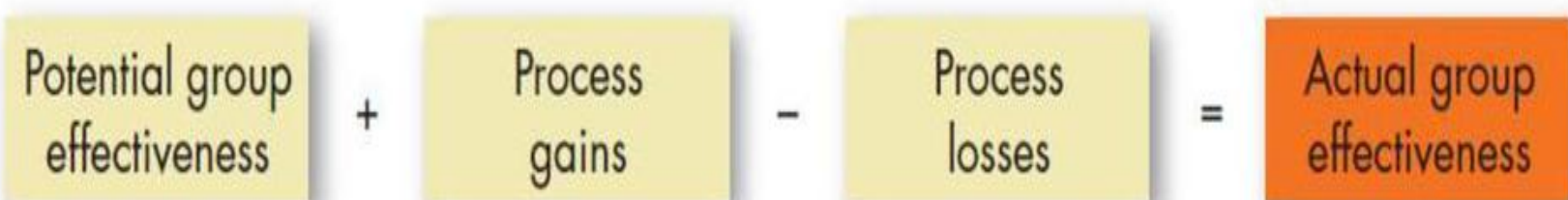
### Process

- common purpose.
- specific goals.
- team efficacy.
- team identity.
- team cohesion.
- Mental models.
- social loafing.

# Key Roles of Teams



## Effects of Group Processes



# Communication



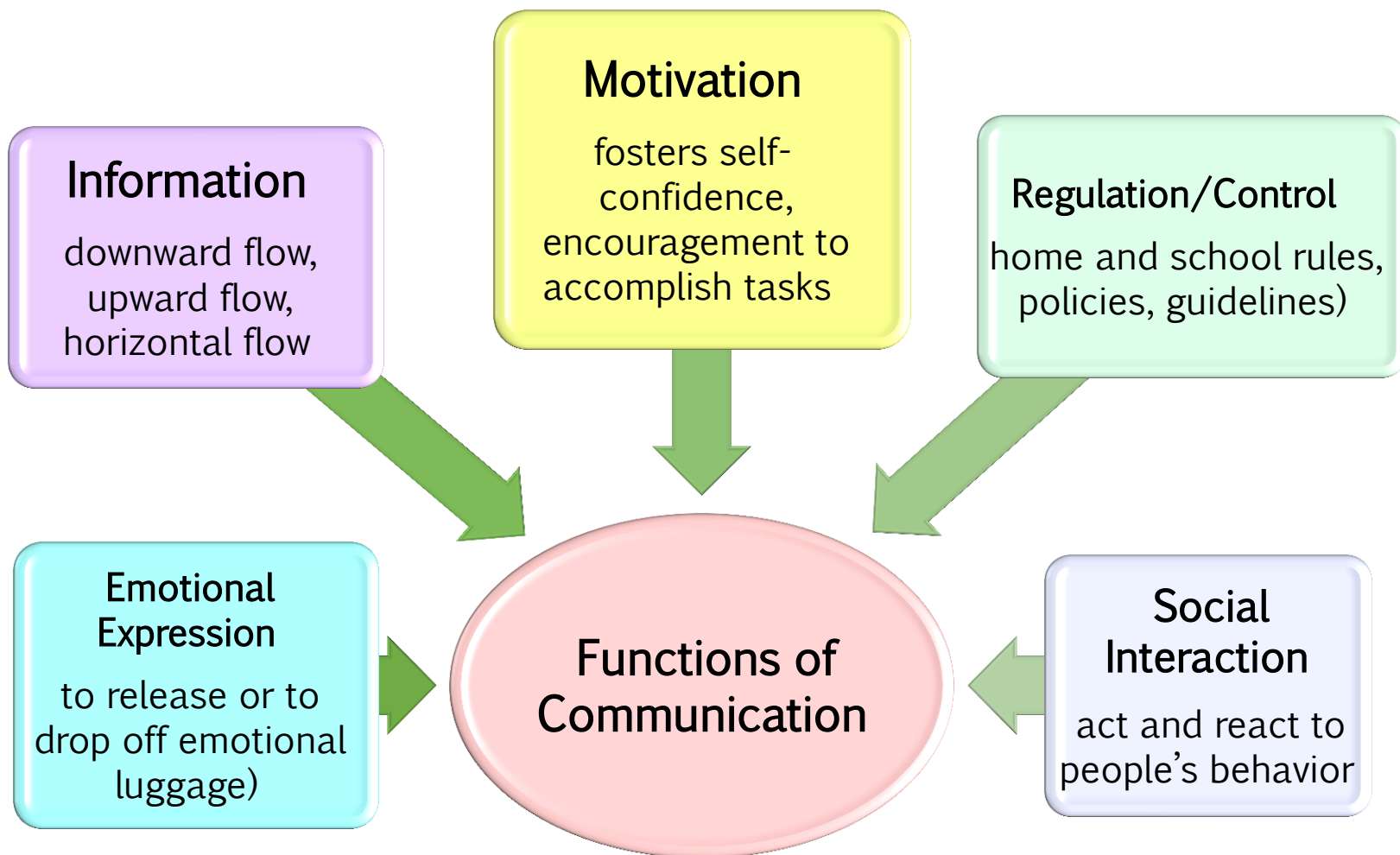
communication  
The transfer and  
understanding of  
meaning.



Communication functions refer to how people use language for different purposes also refers to how language is affected by different time, place, and situation used to control the behavior of people used to regulate the nature and amount of activities people engage in

## functions of communication

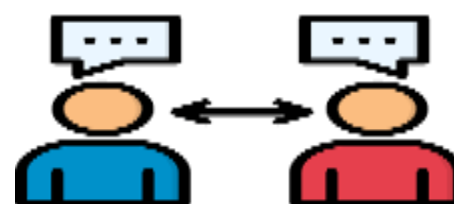
The most basic functions of communication in an organization are to regulate/ to control, to inform, to interact socially, to express and to motivate.



A. **Information:** To provide information, This is the most basic function of communication.

Communication provides data and information for effective completion of tasks, solution of problems, and elimination of uncertainty. **The three flows of information's.**

- **Downward flow:** from the superiors elders to the subordinates in the form of directives or updates.
- **Upward flow:** from the subordinates or family members to the superiors or elders in the form of feedback and reports or suggestions.
- **Horizontal flow:** (peer to peer), from worker to worker, husband to wife and vice



versa, sibling to sibling, or manager to manager in the form of data and reports.

Through communication we get information on what is going on around us. Giving and receiving information, directly, encompasses all other functions of communications.

**B. Motivation:** To motivate Motivation is the energy that influences a person's behavior in different ways in his pursuit of his goal or objective.

Communication fosters motivation. If we know what, why, and how things should be done, we gain self-confidence and encouragement to accomplish our task.

Communication helps us set specific goals and gives us update or feedback on our progress, whether positive or negative, toward the accomplishment of these goals. Moreover, it helps us reinforce desired behavior, rectify any undesirable action, and motivate others as well.

**Examples:** The priest or the leader of a religious organization preaches to his parish to motivate them to live a Christian way of life.

The teacher updates his students on their



school performance to encourage them to do better.

The coach boosts his players' morale by building their self-esteem through pep talks and team- building sessions.

**C. Regulation:** To control or regulate Is to exercise restraint or direction formally or informally. The expression of needs and want is a way to regulate the behavior of another person to obtain, something done This happens particularly among family members or acquaintances

**Examples:** School rules and policies on attendance, grading, dress codes are prescribed. • Employees are urged to follow authority hierarchies and some formal guidelines. • The public is enjoined to follow the laws of the country. • Believers are encouraged to take heart the precepts of the bible, and the Roman Catholics are obliged to follow the Ten Commandments

**D. Emotional Expression:** To facilitate emotional expression Communication makes possible the release or unloading of emotions, resulting in catharsis. Communicating your emotions verbally or nonverbally (being angry, sad, or afraid) will

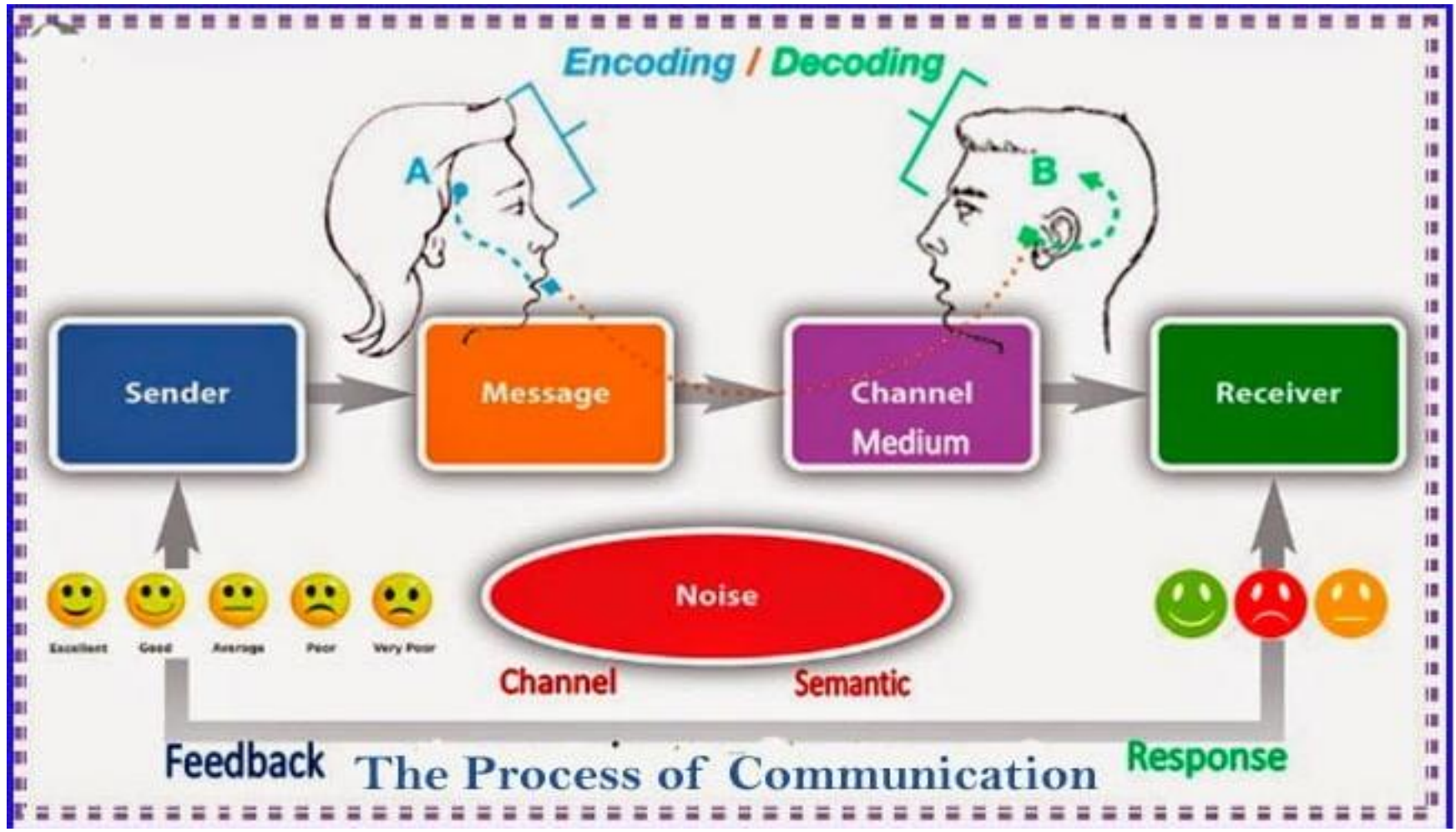


alleviate your anxiety and help you get out of your emotional blocking. In times like this, you need someone “to talk to” or “shoulder to cry on”



E. **Social Interaction:** To effect social interaction Communication allows us to act and react to the behavior of people around us. By revealing our thoughts and feelings, we elicit reactions from other

**The Communication Process**



Communication is a process of exchanging information, ideas, thoughts, and emotions through speech, signals, writing, and behavior.

Let’s put all these components together to

Communication is a system that we face or doing daily life by the business, contact with others, in any official work etc. Normally, it is the act of transferring any information from one place, group or person to another. We communicate by that process it’s called **Communication process**. It is the key of developing any function, management or any event.



build a model of the communication process:

- A sender encodes information.
- The sender selects a channel of communication by which to send the message.
- The receiver receives the message.
- The receiver decodes the message.
- The receiver may provide feedback to the sender

communication process  
The steps between a source and a receiver that result in the transfer and understanding of meaning

### 1. Sender:

The communicator generates the message and imparts it to the accepted. Sender is the first source of process in communication.

The sender selects it, determining whether to use a formal or informal channel. Formal channels are established by the organization and transmit messages related to the professional activities of members. They traditionally follow the authority chain within the organization. Other forms of messages, such as personal or social, follow informal channels, which are spontaneous and emerge as a response to individual choices.



## 2. Message:

It is the information, view, topics, idea, feelings, sensitivity etc. that is produced by the sender and is then planned to be communicated more.

Besides, some topics are included in message like Introduction, Meaning, and Importance of Directing.

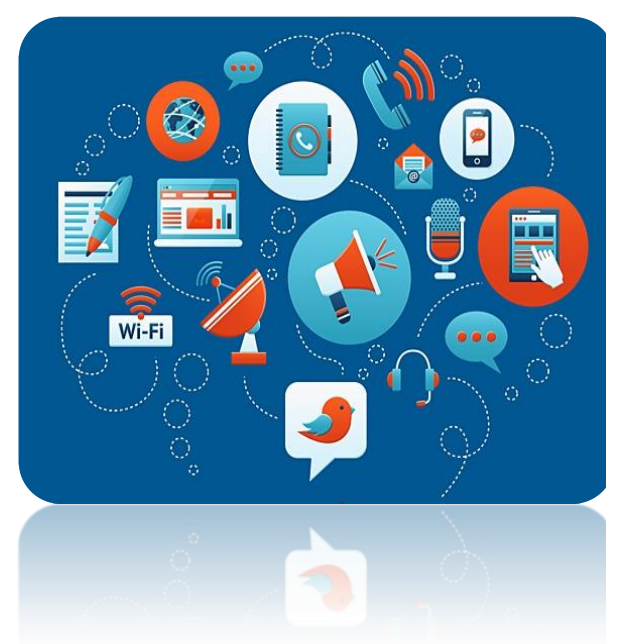
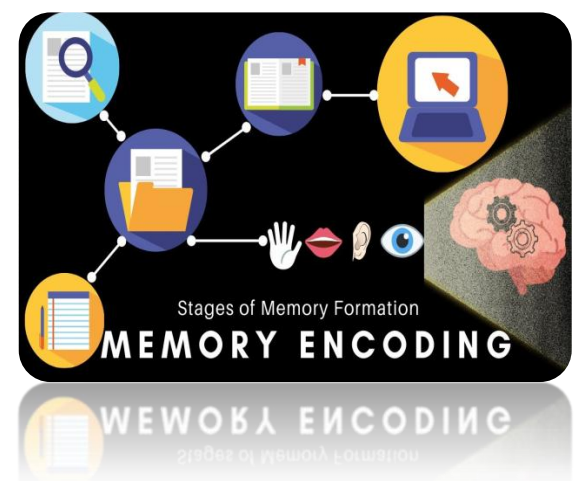
- Fundamentals of Direction
- Leadership
- Incentives

## 3. Encoding:

After generating message by the sender is encoded Representative like as in the form of pictures, gestures, words etc. earlier it is being took.

## 4. Media or Channel:

It is the middle part of the communication process. Basically, the message may be conveyed in writing. For communicating includes some important media like internet, telephone, e-mail, post, fax etc.



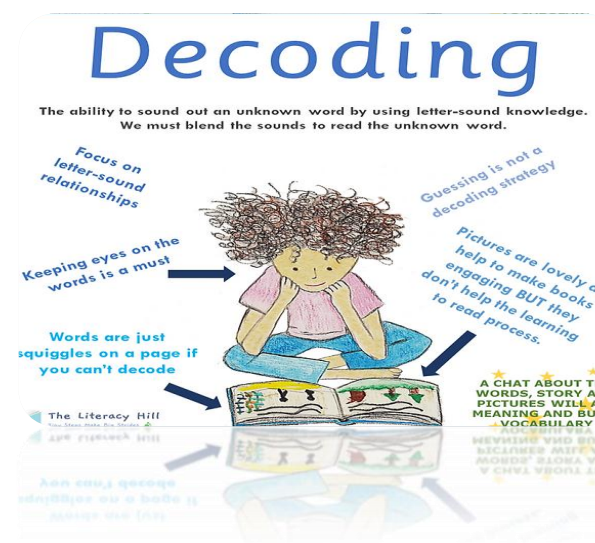
### 5. Receiver:

It is the opposite party of communicating. After, sending writing message then it's encoding by the multiplexer via channel then come to receiver. Then, the receiver receives the message and it in proper outlook and acts giving to the message. Basically, the purpose of communication will be success when receive message by the receiver.



### 6. Decoding:

Decoding is the process of adapting the symbols encoded by the sender.



### 7. Feedback:

When the receiver confirms to the sender message that he has received and understood it carefully, actually, the communication process is completely done.



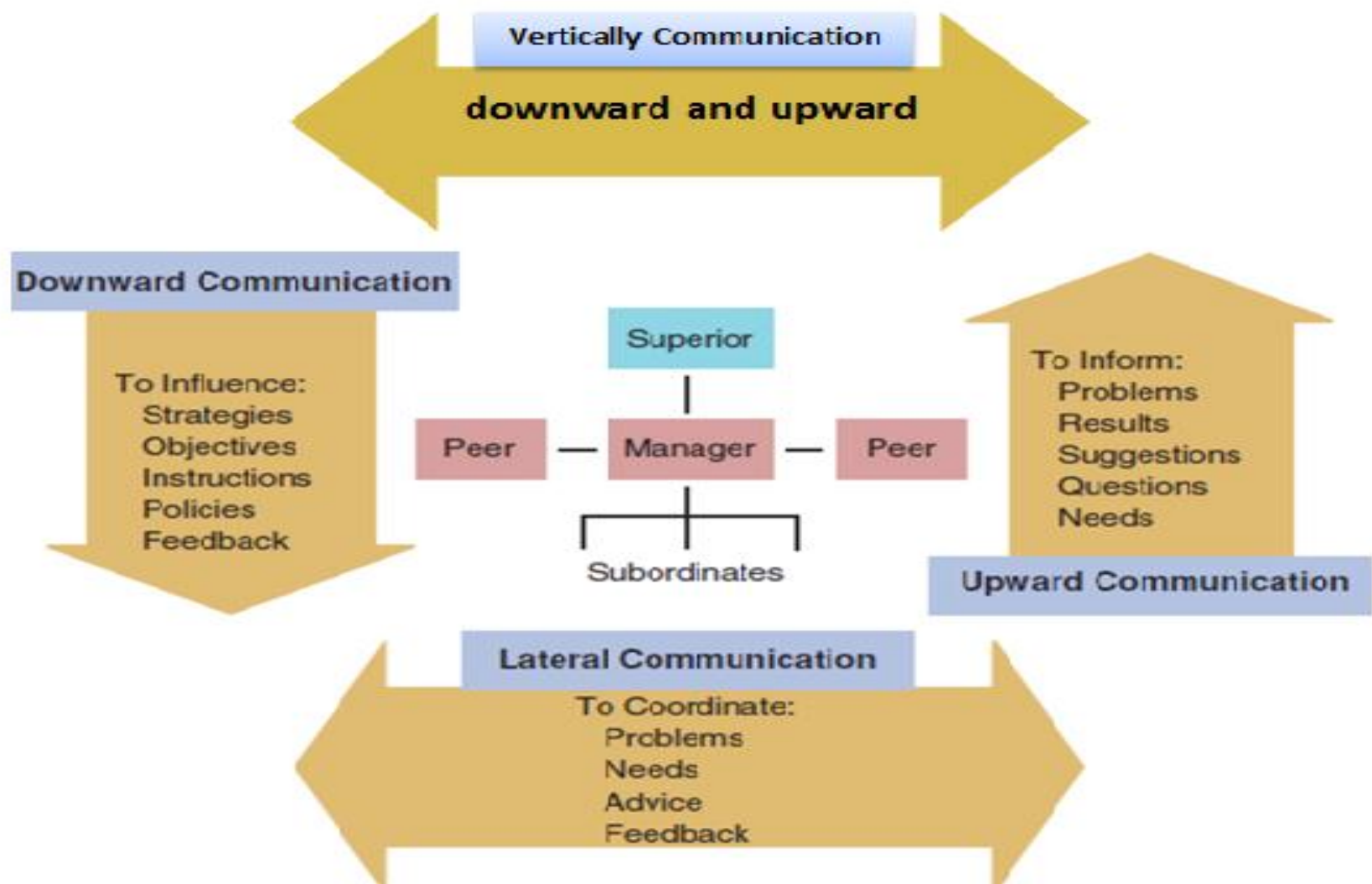
### 8. Noise

Noise is any type of disruption that interferes with the interpretation of information from the message sender. We can say it's example bad telephone connection, faulty encoding, inattentive receiver, poor understanding of message,



internet connection loading, due to prejudice  
etc.

## Direction of Communication



### A. Downward Communication Flows

Downward communication is when company leaders and managers share information with lower-level employees. Unless requested as part of the message, the senders don't usually expect (or particularly want) to get a response. An example may be an announcement of a new CEO or notice of a merger with a former competitor. Other forms of high-level downward communications include speeches, blogs, podcasts, and videos.

Downward communication might be used to communicate new organizational strategy, highlight tasks that need to be completed, or they could even be a team meeting run by the manager of that team. Appropriate channels for these kinds of communication are verbal exchanges, minutes and agendas of meetings, memos, emails, and even Intranet news stories.

The most common types of downward communication are everyday directives of department managers or line managers to employees. These can even be in the form of instruction manuals or company handbooks.

Downward communication delivers information that helps to update the workforce about key organizational changes, new goals, or strategies; provide performance feedback at the organizational level; coordinate initiatives; present an official policy (public relations); or improve worker morale or consumer relations.

### **B.Upward Communication Flows**

Information moving from lower-level employees to high-level employees is upward communication (also sometimes called vertical communication). For example, upward communication occurs when workers report to a supervisor or when team leaders report to a department manager. Items typically communicated upward include progress reports, proposals for projects, budget estimates, grievances and complaints, suggestions for improvements, and schedule concerns. Sometimes a downward communication prompts an upward response,

such as when a manager asks for a recommendation for a replacement part or an estimate of when a project will be completed.

An important goal of many managers today is to encourage spontaneous or voluntary upward communication from employees without the need to ask first. Some companies go so far as to organize contests and provide prizes for the most innovative and creative solutions and suggestions. Before employees feel comfortable making these kinds of suggestions, however, they must trust that management will recognize their contributions and not unintentionally undermine or ignore their efforts. Some organizations have even installed “whistleblower” hotlines that will let employees report dangerous, unethical, or illegal activities anonymously to avoid possible retaliation by higher-ups in the company.

### **C. Horizontal Communication**

Even though vertical communication is very effective, horizontal communication is still needed and encouraged, because it saves time and can be more effective—imagine if you had to talk to your supervisor every time you wanted to check-in with a coworker!

Additionally, horizontal communication takes place even as vertical information is imparted: a directive from the senior team permeates through the organization, both by managers explaining the information to their subordinates and by all of those people discussing and sharing the information horizontally with their peers.

Not all organizations are set up to facilitate good horizontal communication, though. An organization with a rigid, bureaucratic structure—like a government organization—communicates everything based on chain of command, and often horizontal communication is discouraged. Peer sharing is limited. Conversely, an organic organization—which features a loose structure and decentralized decision making—would leverage and encourage horizontal communication.

Horizontal communication sounds like a very desirable feature in an organization and, used correctly, it is. Departments and people need to talk between themselves, cutting out the “middle men” of upper management in order to get things done effectively. Unfortunately, horizontal communication can also undermine the effectiveness of downward

communication, particularly when employees go around or above their superiors to get things done, or if managers find out after the fact that actions have been taken or decisions have been made without their knowledge.

## Interpersonal Communication



- **Written.** The written word, be it digital or analog.

Thanks to the Internet age and situations requiring isolation (e.g., the pandemic), good written communication skills have become an asset. Whether you're on social media, in the workplace, or even texting on your phone, you must know how to get your point across in writing. This type includes emojis, grammar, clarity, tone, and even punctuation. After all, there's a vast difference between "Let's eat, Grandma!" and "Let's eat Grandma!".



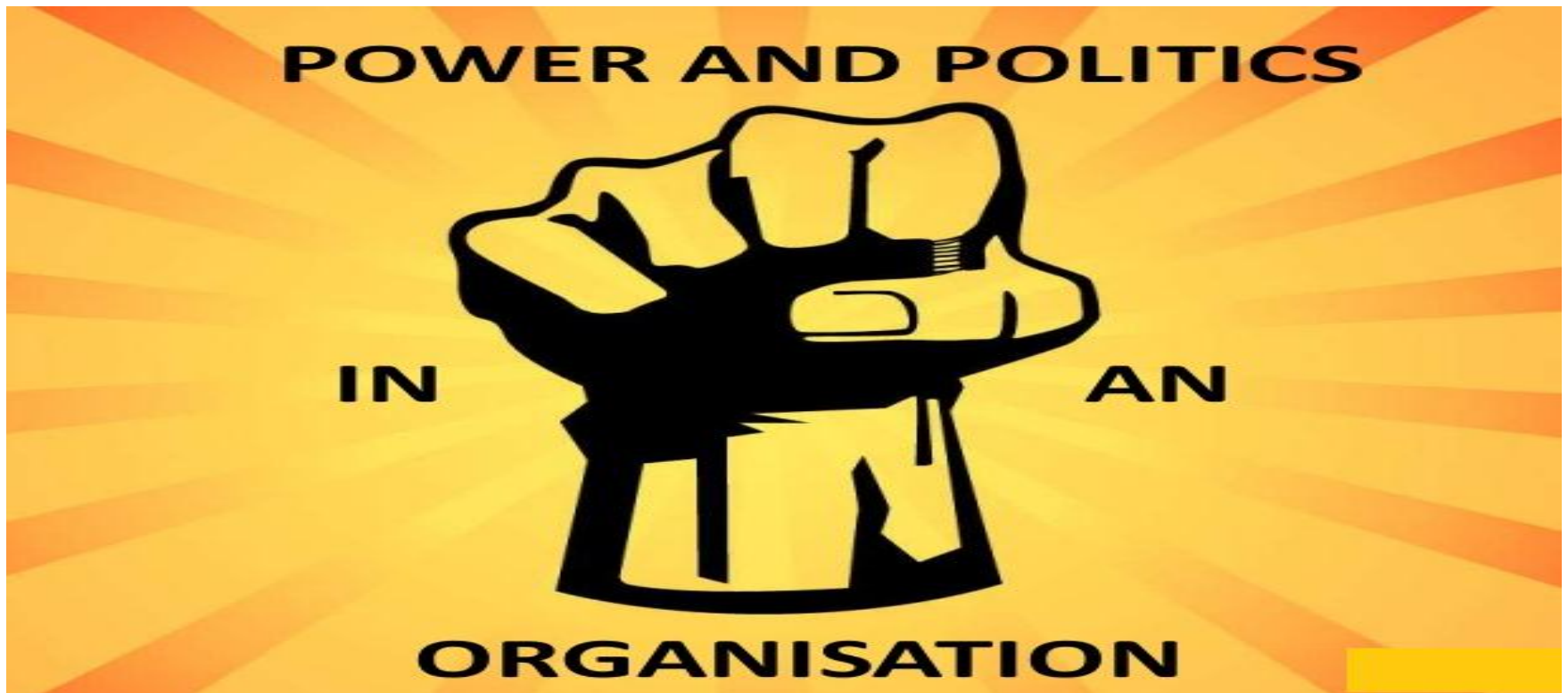
- **Oral.** Talking, which can be in person, or recorded through a digital or analog medium.
- **Non-Verbal.** Gestures, expressions, possibly even emojis, depending on how you categorize them.

This final type covers body language, facial expressions, tone of voice, and gestures. Again, it's essential that the listener picks up and correctly interprets non-verbal cues.

- **Aural.** Listening, which again can be either in person, or via a recording on a digital or analog device.

you can make a good case for listening as the most important interpersonal communication skill. It covers the ability to listen attentively, whether you're using your ears to listen "in-person" or some other means, say, over the Internet. Listening also includes special techniques like reflection and clarification. The best listeners are people who can focus their attention on the speaker to make the latter feel like they're the sole and most important person in the room.

## Power and Politics



### A. Power

Power and politics are pervasive aspects of organizational life, impacting decision-making, resource allocation, and interpersonal relationships. Power refers to the ability to influence others, while politics refers to the use of power to achieve personal or organizational goals. Both power and politics can have positive and negative effects on organizational outcomes.

One way in which power manifests in organizations is through hierarchical structures. Those in higher positions have more power to influence decision-making and allocate resources. However, power can also be

acquired through expertise, relationships, and social influence. For example, an employee with specialized knowledge or strong connections may have more power than someone in a higher position.

## Definition of Power

**Power:** A capacity that A has to influence the behavior of B so that B acts in accordance with A's wishes. Dependency B's relationship to A when A possesses something that B requires.

## Bases of Power

**1. Formal Power:** Is established by an individual's position in an organization; conveys the ability to coerce or reward, from formal authority, or from control of information.

- **Coercive Power** A power base dependent on fear.
- **Reward Power** Compliance achieved based on the ability to distribute rewards that others view as valuable.
- **Legitimate Power:** The power a person receives as a result of his or her position in the formal hierarchy of an organization.

**2. Personal Power:** Many of the most competent and productive chip designers at Intel have power, but they aren't managers and have no formal power. What they have is personal power, which comes from an individual's unique characteristics. There are two bases of personal power: expertise and the respect and admiration of others.

- **Expert Power:** Influence based on special skills or knowledge.
- **Referent Power:** Influence based on possession by an individual of desirable resources or personal traits.

### **Dependency: The Key To Power**

#### The General Dependency Postulate

- The greater B's dependency on A, the greater the power A has over B.
- Possession/control of scarce organizational resources that others need makes a manager powerful.
- Access to optional resources (e.g., multiple suppliers) reduces the resource holder's power.

#### ❖ What Creates Dependency:

- **Importance:** of the resource to the

organization.

- **Scarcity**: of the resource.
- **Non substitutability** of the resource.

## **Power Tactics**

Power Tactics Influence Tactics :  
 Legitimacy Rational persuasion Inspirational  
 appeals Consultation Exchange Personal  
 appeals Pressure Coalitions Influence Tactics :  
 Legitimacy Rational persuasion Inspirational  
 appeals Consultation Exchange Personal  
 appeals Pressure Coalitions Power Tactics  
 Ways in which individuals translate power  
 bases into specific actions.

Research has identified nine distinct  
 influence tactics:

Power Tactics Ways in which individuals translate power bases into specific actions.

	<p><b>Legitimacy</b></p> <ul style="list-style-type: none"> <li>• Relying on your authority position or saying a request accords with organizational policies or rules.</li> </ul>
	<p><b>Rational persuasion</b></p> <p>Presenting logical arguments and factual evidence to demonstrate a request is reasonable</p>
	<p><b>Inspirational appeals</b></p> <p>Developing emotional commitment by appealing to a target's values, needs, hopes, and aspirations.</p>
	<p><b>Consultation</b></p> <p>Increasing the target's support by involving him or her in deciding how you will accomplish your plan</p>
	<p><b>Exchange</b></p> <p>Rewarding the target with benefits or favors in exchange for following a request</p>
	<p><b>Personal appeals</b></p> <p>Asking for compliance based on friendship or loyalty</p>
	<p><b>Ingratiation</b></p> <p>Using flattery, praise, or friendly behavior prior to making a request</p>
	<p><b>Pressure</b></p> <p>Using warnings, repeated demands, and threats.</p>
	<p><b>Coalitions</b></p> <p>Enlisting the aid or support of others to persuade the target to agree.</p>

influence tactics

**Power in Groups: Coalitions**

**Coalitions:** Clusters of individuals who temporarily come together to achieve a specific purpose.

- Seek to maximize their size to attain influence.

- Seek a broad and diverse constituency for support of their objectives.
- Occur more frequently in organizations with high task and resource interdependencies.
- Occur more frequently if tasks are standardized and routine.

## **Difference between Power and Authority**

What is the difference between power and authority? Power and authority are common terms used in the field of management. These terms are meant to influence or manipulate others both in a positive and negative way.

### **What Is Power?**

Power refers to the ability of an individual to influence the will or conduct of other people within an organization.

The personal trait is derived from charisma and status. It tends to be independent and informal in nature. The good news is that power is exercised and occurs in all directions.

### **What Is Authority?**

Authority refers to the right possessed by an individual to exercise command to others within an organization.

Authority is regarded as a formal right since a person is appointed by high authority people in an organization to perform the duty. It is attached to positions.

### Comparison Chart: Power Vs. Authority

Basic Terms	Power	Authority
Meaning	Refers to the ability of individuals to influence others and control their actions	Refer to formal and legal right to command as well as give orders
Sources	Personal traits	Title or position
Formality	Informal influence	Formal influence
Legitimacy	Illegal	Legal
Ability to lost	Not easy	Quite easy
Use of Violence	Quite violent	Not violent
Within or without system	Both within and without	Only within
Hierarchy	It does not follow any hierarchy.	Do follow hierarchy
Resides with	Person	Position

### Core Differences between Power and Authority

- Power resides with a person while authority with position
- Power does not follow any order whereas authority follow the hierarchy
- Authority can easily be lost while power is not easily lost
- Power is a personal trait whereas authority is designated
- Power tends to be informal influence whereas authority is a formal influence
- Authority is legitimate whereas power is illegitimate
- Power fosters violence unlike authority which discourages violence
- The sources of power are knowledge and experience while authority is positions given.



## B. Politics

**political behavior** Activities that are not required as part of a person's formal role in the organization but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization

- Political behavior are those activities that are not required as a part of one's formal role in organization but that influences the distribution of advantages and disadvantages in the organization.
- Every one has an opportunity to play political games but this depends on whether he is willing to utilize this opportunity.
- Power and politics are interwoven and they occur at all levels.
- Politics is used to achieve goals.
- Organizations can be considered as political entities because people have self-interests to advance in career.

Understanding organizational politics helps reduce the negative or dysfunctional effects, support employees, and engage in positive political behaviors that benefit the entire organization.

## Effects of Organizational Politics

# Effects of Organizational Politics

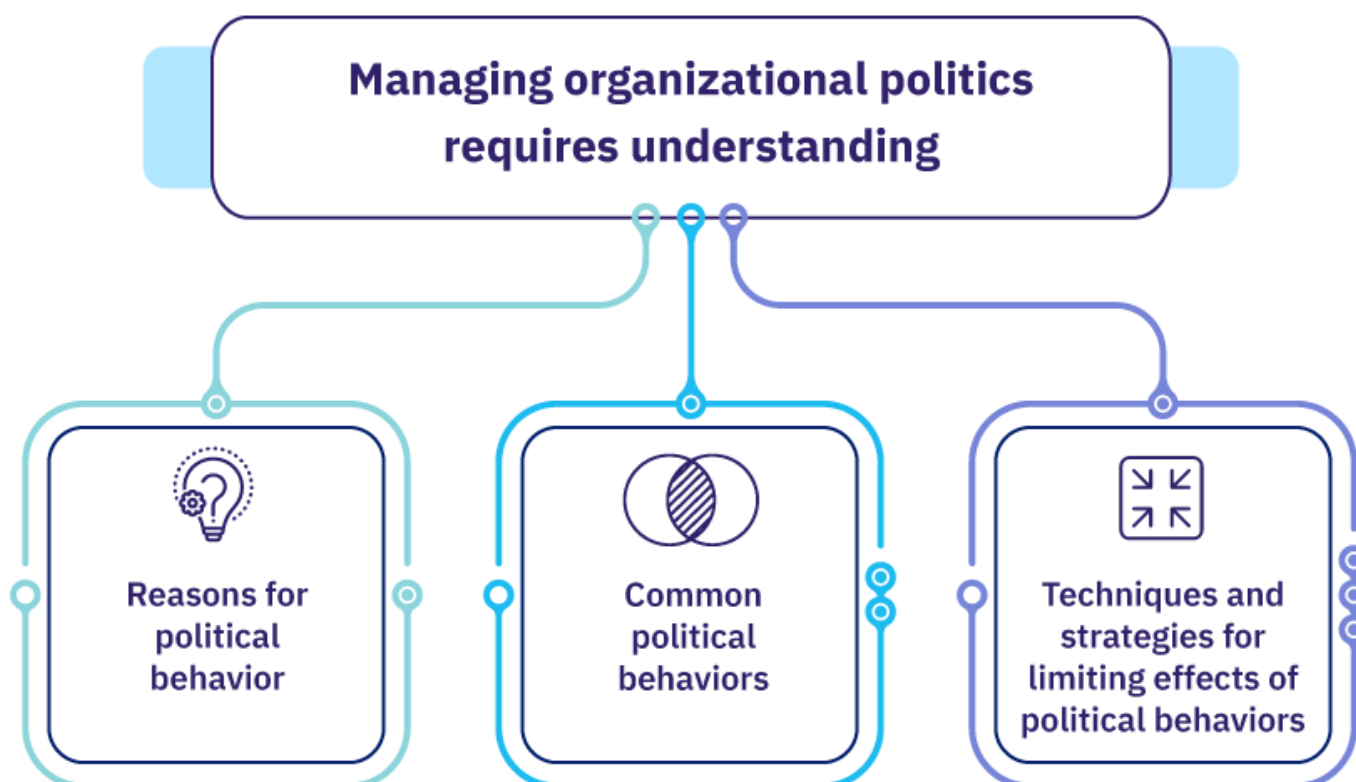
- Positive Effects
  - Exchanging favors
  - Forming coalitions
  - Seeking sponsors
  - Overcoming internal barriers
- Negative Effects
  - Hinders organizational and individual effectiveness.
  - Is an irritant to employees.
  - Can have significant ethical implications.

## Research on Organizational Politics:

- The larger the organization, the greater the politics.
- Staff personnel are more political than line managers.
- Marketing people are the most political; production people were considered the least political.
- 61% of employees believed organizational politics helps advance one's career.
- 45% of employees believed that organizational politics detracts from organizational goals.



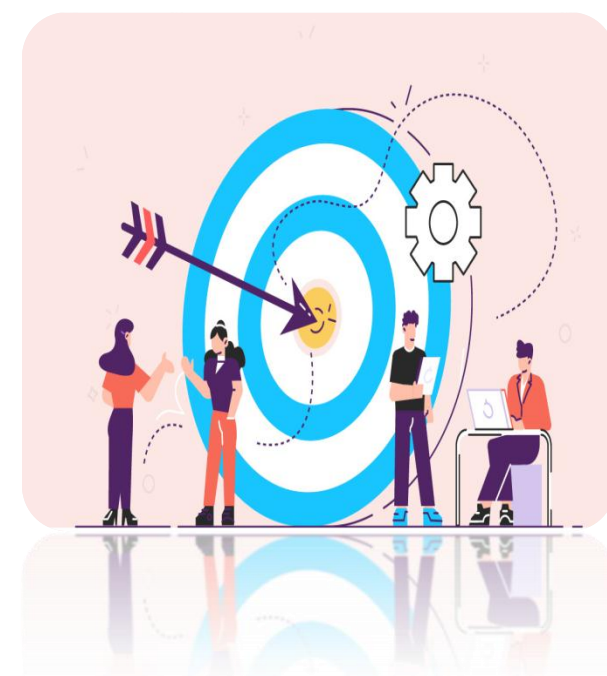
## How HR Can Manage Organizational Politics



### What are the objectives of organizational politics?

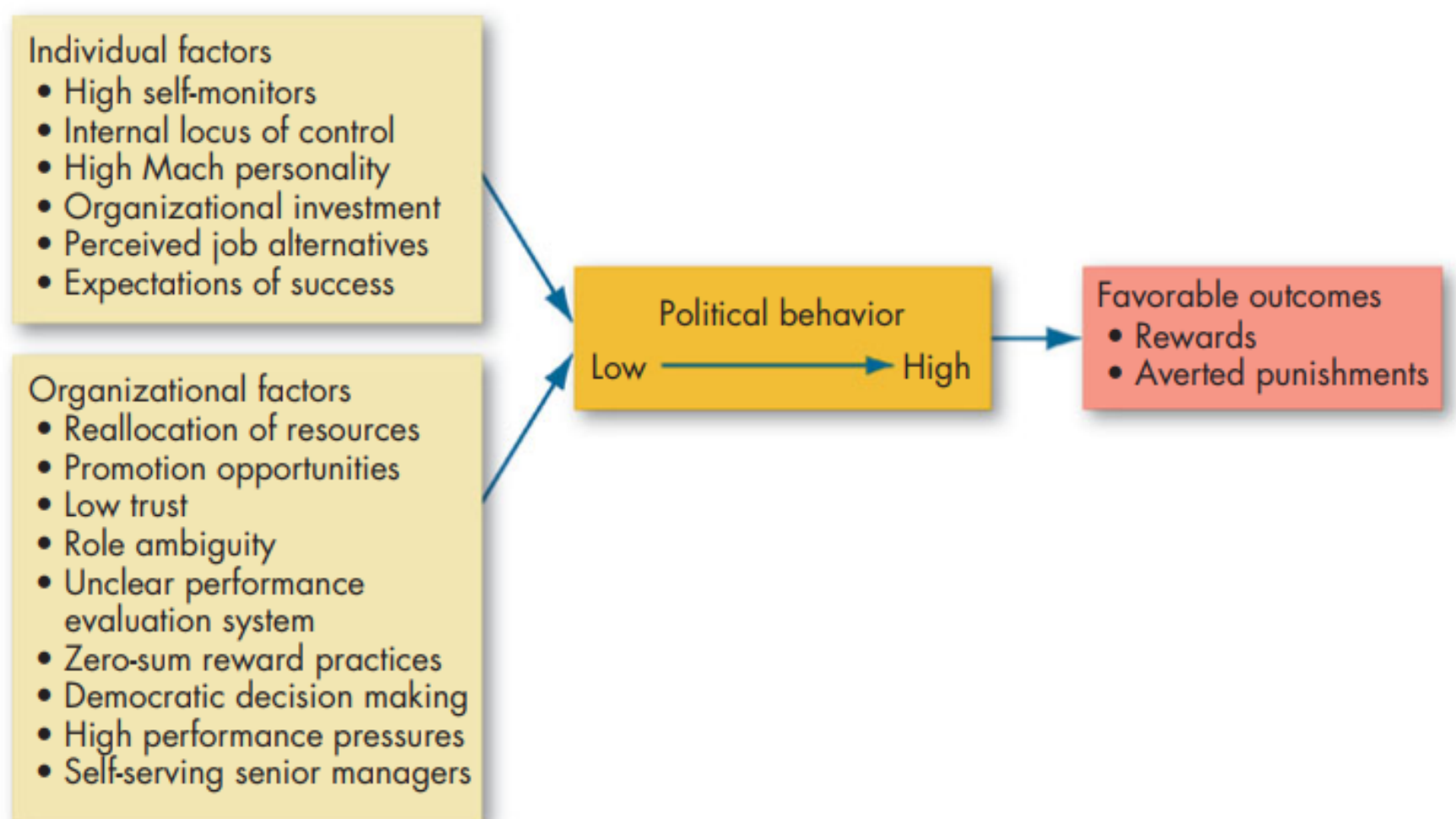
Objectives of organizational politics include:

- Gaining power
- Boosting productivity



- Gaining recognition
- Resolving disputes
- Promoting personal objectives
- Protecting self-interest
- Earning money and income
- Developing power contacts

## Causes and Consequences of Political Behavior



### Factors That Influence Political Behavior



Employee Responses to Organizational Politics



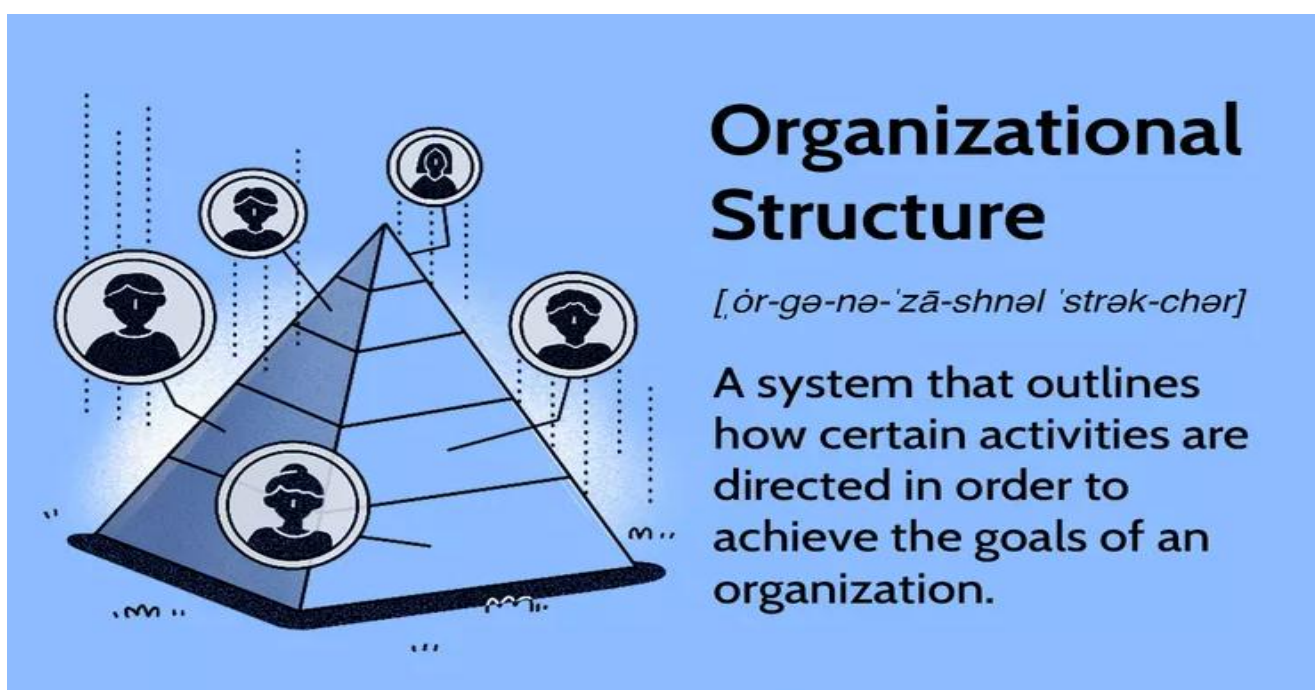
# The Organization System

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# The Organization System



## What Is Organizational Structure?



An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities.

The organizational structure also determines how information flows between levels within the

*After studying this chapter, you should be able to:*

- Identify the six elements of an organization's structure.
- Identify the characteristics of a bureaucracy.
- Describe a matrix organization.
- Identify the characteristics of a virtual organization.
- Show why managers want to create boundaryless organizations.
- Demonstrate how organizational structures differ, and contrast mechanistic and organic structural models.
- Analyze the behavioral implications of different organizational designs.



company. For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization. Having an organizational structure in place allows companies to remain efficient and focused.

### **Understanding an Organizational Structure**

Businesses of all shapes and sizes use organizational structures heavily. They define a specific [hierarchy](#) within an organization. A successful organizational structure defines each employee's job and how it fits within the overall system. Put simply, the organizational structure lays out who does what so the company can meet its objectives.

This structuring provides a company with a visual representation of how it is shaped and how it can best move forward in achieving its goals. Organizational structures are normally illustrated in some sort of chart or diagram like a pyramid, where the most powerful members of the organization sit at the top, while those with the least amount of power are at the bottom.

Not having a formal structure in place may prove difficult for certain organizations. For instance, employees may have difficulty knowing



to whom they should report. That can lead to uncertainty as to who is responsible for what in the organization.

Managers need to address six key elements when they design their organization's structure: work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization.



<b>Key Design Questions and Answers for Designing the Proper Organizational Structure</b>	
<b>The Key Question</b>	<b>The Answer Is Provided by</b>
1. To what degree are activities subdivided into separate jobs?	Work specialization.
2. On what basis will jobs be grouped together?	Departmentalization.
3. To whom do individuals and groups report?	Chain of command
4. How many individuals can a manager efficiently and effectively direct?	Span of control
5. Where does decision-making authority lie?	Centralization and decentralization
6. To what degree will there be rules and regulations to direct employees and managers?	Formalization

## 1. Work Specialization

The degree to which tasks in an organization are subdivided into separate jobs.

Ford demonstrated that work can be performed more efficiently if employees are allowed to specialize. Today, we use the term work specialization, or division of labor, to describe the degree to which activities in the organization are subdivided into separate jobs. The essence of work specialization is to divide a job into a number of steps, each completed by a separate individual. In essence, individuals specialize in doing part of an activity rather than the entirety.

By the late 1940s, most manufacturing jobs in industrialized countries featured high work specialization. Because not all employees in an organization have the same skills, management saw specialization as a means of making the most efficient use of its employees' skills and even successfully improving them through repetition. Less time is spent in changing tasks, putting away tools and equipment from a prior step, and getting ready for another. Equally important, it's easier and less costly to find and train workers to do specific and repetitive

tasks, especially in highly sophisticated and complex operations. Could Cessna produce one Citation jet a year if one person had to build the entire plane alone? Not likely! **Finally**, work specialization increases efficiency and productivity by encouraging the creation of special inventions and machinery.

## 2. Departmentalization

Departmentalization, also referred to as departmentation, is the process of grouping teams or activities into departments or functions with specific objectives, goals, and outcomes to be achieved. It is a way of dividing an organization into separate parts (departments), each with its functions and responsibilities but all geared towards achieving the organization's overall goals.

Every employee in a department either performs similar tasks and shares a common goal or works within a multidisciplinary department with varied skills. Coordination among these employees is important, as is the ability to hold employees accountable for their actions.

Here are the primary objectives of businesses that choose to implement departmentalization:

- Maintaining control

- Simplifying operational processes
- Grouping specialized activities together
- Increasing overall efficiency
- Ensuring responsibility and accountability

### 3.Chain of Command

chain of command The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom.

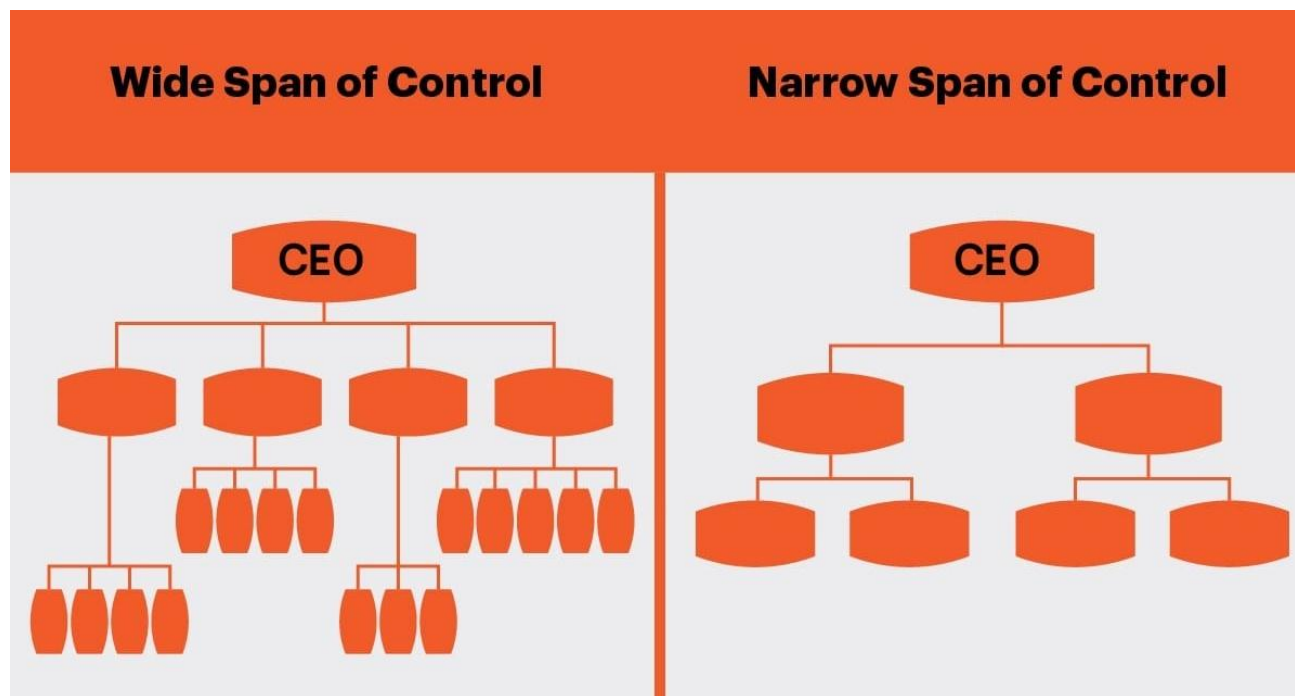
A chain of command is an organizational structure that documents how each member of a company reports to one another. At the top of the chart would be the founder, owner or CEO, and the people who report to them would appear directly below. This pattern continues until every person or level of employment at the organization is accounted for. This hierarchy changes over time as employees join and leave.

A chain of command exists to distribute power and responsibilities, keep employees aware of company news and create a system for sharing knowledge. It also ensures each employee is responsible for their own work but also has a more senior leader to offer support, encouragement and motivation.

### 4.Span of Control

The span of control refers to the number of

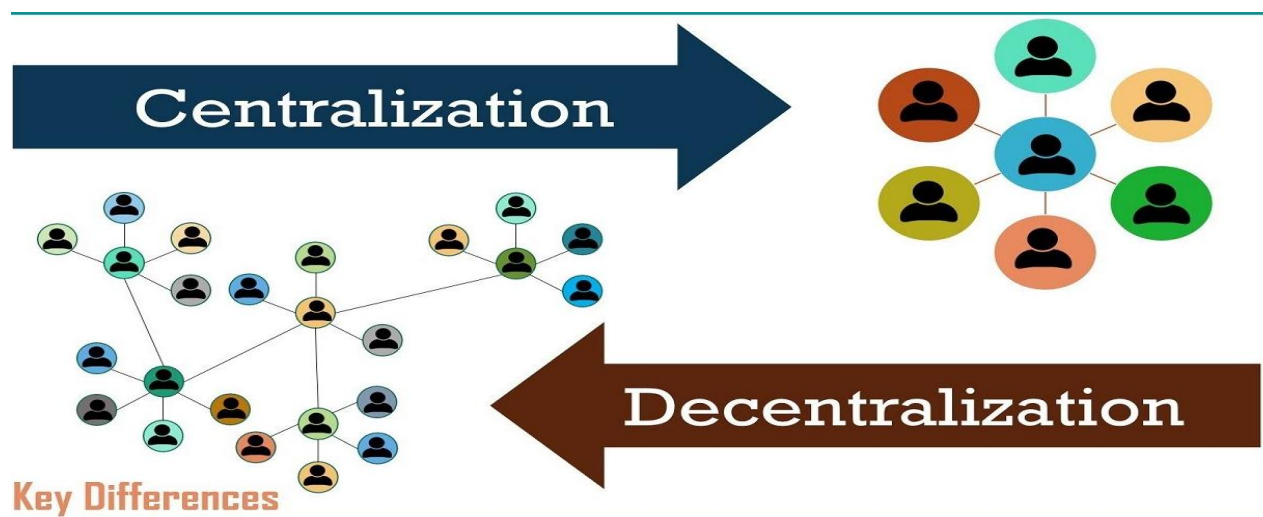
subordinates that can be managed effectively and efficiently by supervisors or managers in an organization. Typically, it is either narrow or wide resulting in a flatter or more hierarchical organizational structure. Each type has its inherent advantages and disadvantages.



	Narrow Span	Wide Span
advantages	<ul style="list-style-type: none"> <li>• Have more levels of reporting in the organization, resulting in a more hierarchical organization</li> <li>• Supervisors can spend time with employees and supervise them more closely</li> <li>• Creates more development, growth, and advancement opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Have fewer levels of reporting in the organization, resulting in a more flexible, flatter organization.</li> <li>• Ideal for supervisors mainly responsible for answering questions and helping to solve employees problems.</li> <li>• Encourages empowerment of employees by giving more responsibility, delegation, and decision-making power to them.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• More expensive (high cost of management staff, office, etc.)</li> <li>• More supervisory involvement in work could lead to less empowerment and delegation and more micromanagement.</li> <li>• Tends to result in</li> </ul>	<ul style="list-style-type: none"> <li>• Tends to result in greater communication efficiencies and frequent exposure to the top level of the organization</li> <li>• May lead to overloaded supervisors if employees require much task direction, support, and supervision.</li> </ul>

	communication difficulties and excessive distance between the top and bottom levels of the organization.	• May not provide adequate support to employees leading to decreased morale or job satisfaction.
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### 5. Centralization and Decentralization



DECENTRALIZED	CENTRALIZED
Middle and Low Level Managers have decision making power	A few upper management members have decision making power
Authority is given to those who are closer to stakeholders	Authority is given to those who are at the top of the chain of command
Organizations are self-sufficient	More standardization
Faster decision making	More control
More expensive	Less expensive
More creativity	Limited creativity

### 6. Formalization

Formalization refers to how standardized an organization's jobs are and the extent to which employee behavior is guided by rules and procedures. Highly formalized organizations have explicit job descriptions, numerous organizational rules, and clearly defined procedures covering work



brand.



Don't confuse culture with organizational goals or a mission statement, although both can help define it. Culture is created through consistent and authentic behaviors, not press releases or policy documents. You can watch company culture in action when you see how a CEO responds to a crisis, how a team adapts to new customer demands, or how a manager corrects an employee who makes a mistake.



## characteristics of organizational culture

**Innovation and risk taking.** The degree to which employees are encouraged to be innovative and take risks.

**Attention to detail.** The degree to which employees are expected to exhibit precision, analysis, and attention to detail.

**Outcome orientation.** The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them

**People orientation.** The degree to which management decisions take into consideration the effect of outcomes on people within the organization

**Team orientation.** The degree to which work activities are organized around teams rather than individuals.

**Aggressiveness.** The degree to which people are aggressive and competitive rather than easygoing

**Stability.** The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.



## What is the importance of culture to your company?

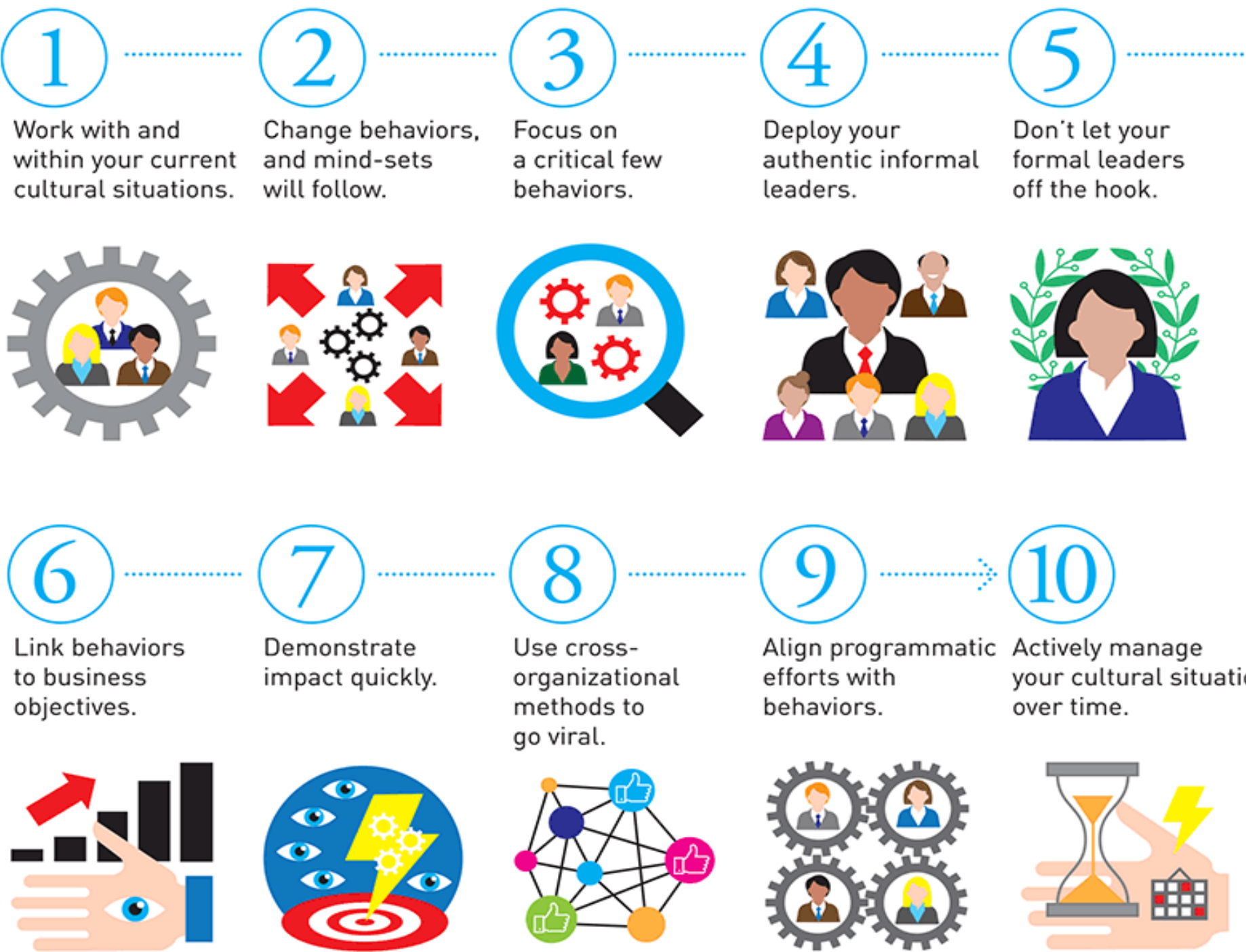
- **Improve recruitment efforts** – 77% of workers consider a company's culture before applying
- **Improve employee retention** – culture is one of the main reasons that 65% of employees stay in their job
- **Improve brand identity** – 38% of employees report wanting to change their job due to poor company culture
- **Improve engagement** – companies with a positive culture have up to 72% higher employee engagement rate

Organizational culture affects all aspects of your business, from punctuality and tone to

contract terms and employee benefits. When workplace culture aligns with your employees, they're more likely to feel more comfortable, supported, and valued. Companies that prioritize culture can also weather difficult times and changes in the business environment and come out stronger.

Culture is a key advantage when it comes to attracting talent and outperforming the competition. 77 percent of workers consider a company's culture before applying, and almost half of employees would leave their current job for a lower-paying opportunity at an organization with a better culture. The culture of an organization is also one of the top indicators of employee satisfaction and one of the main reasons that almost two-thirds (65%) of employees stay in their job.

# 10 Principles For Mobilizing Your Organizational Culture



# Qualities of a great organizational culture

## Qualities of a great organizational culture

- 1 Alignment to Company Objectives
- 2 A culture of appreciation
- 3 A culture of trust
- 4 Performance Focused
- 5 Resilience
- 6 Encompasses Teamwork
- 7 Integrity and transparency
- 8 Psychological safety

Every organization's culture is different, and it's important to retain what makes your company unique. However, the cultures of high-performing organizations consistently reflect certain qualities that you should seek to cultivate:

- **Alignment** comes when the company's objectives and its employees' motivations are all pulling in the same direction. Exceptional organizations work to build continuous alignment to their vision, purpose, and goals.
- **Appreciation** can take many forms: a public kudos, a note of thanks, or a promotion. A culture of appreciation is one in which all team members frequently provide recognition and thanks for the contributions of others.
- **Trust** is vital to an organization. With a culture of trust, team members can express themselves and rely on others to have their back when they try something new.
- **Performance** is key, as great companies create a culture that means business. In these companies, talented employees motivate each other to excel, and, as shown above, greater profitability and productivity are the results.



- **Resilience** is a key quality in highly dynamic environments where change is continuous. A resilient culture will teach leaders to watch for and respond to change with ease.

- **Teamwork** : encompasses collaboration, communication, and respect between team members. When everyone on the team supports each other, employees will get more done and feel happier while doing it.

- **Integrity**, like trust, is vital to all teams when they rely on each other to make decisions, interpret results, and form partnerships. Honesty and transparency are critical components of this aspect of culture.

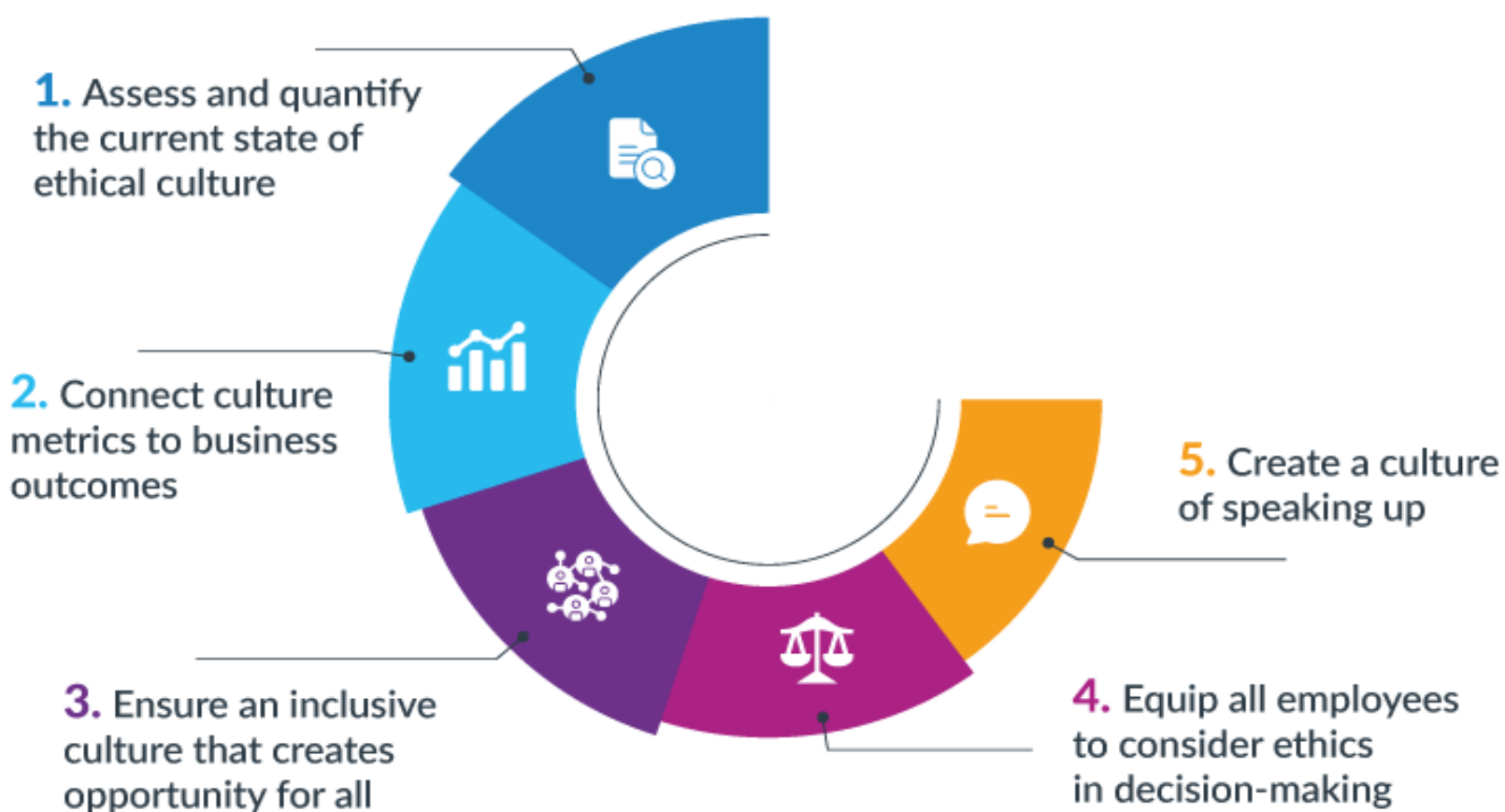
- **Innovation** leads organizations to get the most out of available technologies, resources, and markets. A culture of innovation means that you apply creative thinking to all aspects of your business, even your own cultural initiatives.

- **Psychological safety** provides the support employees need to take risks and provide honest feedback. Remember that psychological safety starts at the team level, not the individual level, so managers need to take the lead in creating a safe environment where everyone feels comfortable



contributing. Now that you know what a great culture looks like, let's tackle how to build one in your organization.

## Creating an Ethical Organizational Culture



### 1) **Assess and quantify the current state of ethical culture:**

HR teams have devoted significant time and attention to enhancing the measurement and monitoring of culture. Realizing that traditional engagement surveys are insufficient in providing insight, a lot of teams have built new capabilities through broader surveys, regular pulse checks, and behavioral monitoring tools.

But for many, the result is a complex, fragmented, and burdensome array of uncoordinated



metrics. And while traditional HR metrics may provide a starting point in assessing the strength of ethical culture, they are unlikely to be sufficient. To meet expectations, HR leaders will need to understand how a broader range of cultural factors translates into business outcomes.

Leading companies are beginning to integrate new aspects of culture into the critical factors they assess and monitor. To what extent are people motivated by and connected to the purpose of the organization?

What determines who is respected and valued? Are the ‘rainmakers’ the most respected people in the organization? Or is it those who are seen to be committed to long-term stewardship?

How comfortable are people speaking up with ethical concerns or challenging their superiors with alternative perspectives? To what extent are those who speak up respected and valued?

Understanding the material factors that contribute to ethical culture and developing new ways to accurately assess the cultural health of the organization is a critical starting point for HR leaders.



## 2) Enable employee voice:

Creating a culture that values feedback and encourages employee voice is essential. Failing to do so can lead to lost revenue and demotivated employees.

**First**, collect feedback using listening tools that make it easy for employees to express what they're feeling in the moment, like pulse surveys and workplace chatbots. Then, analyze the results and take action while the findings are relevant. This strengthens your culture and leads to benefits like higher employee fulfillment and greater profitability. According to a Clutch survey, 68 percent of employees who receive regular feedback feel fulfilled in their jobs, and Gallup found that organizations with managers who received feedback on their strengths showed 8.9 percent greater profitability. And watch for more subtle expressions of feedback, like body language. Managers should treat all conversations with employees as opportunities to gather and respond to feedback and act as a trusted coach.

## 3) Make your leaders culture advocates

Building a strong workplace culture is in the hands of team leaders and managers. If your



workplace culture prioritizes certain values and your leadership team doesn't exemplify them — or displays behaviors that go against them — it undermines the effort. Team members will recognize the dissonance between stated values and lived behaviors. They may even start to emulate negative behaviors, believing they are rewarded by management.

Your leadership team can help build the right culture by prioritizing it in every aspect of their work lives. This includes openly discussing the organization's culture and values and incorporating employee feedback into their cultural advocacy efforts. While 76 percent of executives believe their organization has a well-communicated value system, only 31 percent of employees agree. When employees see leaders living your culture, they'll follow suit.

#### **4) Live by your company values**

Your company's values are the foundation of its culture. While crafting a mission statement is a great start, living by company values means weaving them into every aspect of your business. This includes support terms, HR policies, benefits programs, and even out-of-office initiatives like volunteering. Your employees, partners, and customers will recognize



and appreciate that your organization puts its values into practice every day. You can also recognize employees for actions that exemplify your values to show that they're more than just words and incentivize employees to build the value-based culture you want to see.

### **5) Forge connections between team members**

Building a workplace culture that can handle adversity requires establishing strong connections between team members, but with increasingly remote and terse communication, creating those bonds can be challenging. Encouraging collaboration and engaging in team building activities — even when working remote — are two effective ways to bring your team together and promote communication.

Look for and encourage shared personal interests between team members as well, especially among those from different generations that might otherwise have a difficult time relating to each other. This can create new pathways for understanding and empathy that are vital to improving communication, creativity, and even conflict resolution.

### **6) Focus on learning and development**

Great workplace cultures are formed by employees who are continually learning and



companies that invest in staff development. Training initiatives, coaching, and providing employees with new responsibilities are all great ways to show your team that you're invested in their success.

**Workplace Coaching: What is it and how is it effective?**

A culture of learning has a significant business impact. Find Courses' most recent benchmark study found that companies with highly engaged employees were 1.5 times more likely to prioritize soft skills development. It also found that companies that had experienced revenue growth in the previous financial year were twice more likely to use innovative learning technologies and three times more likely to increase their learning and development budgets.

### **7) Keep culture in mind from day one**

When an employee's perspective doesn't match your company culture, internal discord is likely to be the result. Organizations should hire for culture and reinforce it during the onboarding process and beyond. Practices and procedures must be taught, and values should be shared.

When hiring, ask questions focused on cultural fit, like what matters to the interviewee and why they're attracted to working at your company. But



these questions shouldn't be the sole determining factor when evaluating a candidate, as the best organizations keep an open mind to diverse perspectives that can help keep their culture fresh.

You should also prioritize building social relationships during the onboarding process so that employees have the insight necessary to understand your company's culture and values. These relationships will last throughout the employee's time at the company, so that cultural values are mutually reinforced on a continuous basis.

### **8) Personalize the employee experience**

As modern consumers, your employees expect personalized experiences, so you need to focus on ways to help each team member identify with your culture. Tools like pulse surveys and employee-journey mapping are great ways to discover what your employees value and what their ideal corporate culture looks like. Take what you learn and tailor your actions to personalize the employee experience for your team. Once you start treating your employees with the same care you treat your customers, a culture that motivates each individual at your organization is sure to follow.



## *Organizational Change and Stress Management*

Recognizing the need for change and knowing how to make that change successful are two very different skills. Change management strategy is key—but, where to begin? It all starts with understanding what types of organizational change you're making.

Organizational changes are those that have a significant impact on the organization as a whole. Major shifts to personnel, company goals, service offerings, and operations are all considered different forms of organizational change. It's a broad category.

Before you can design your change management strategy, it is important to determine the type of organizational change. This helps execute the right change management plan for the best possible results. Knowing the type of organizational change will also help you choose the right change management tools.

## FORCES FOR CHANGE

change is inevitable in the life of an individual or organization. in today's business world, most of the organizations are facing a dynamic and changing business environment. they should either change or die, there is no third alternative. organizations that learn and cope with change will thrive and flourish and others who fail to do so will be wiped out. the major forces which make the changes not only desirable but inevitable are technological, economic, political, social, legal, international and labor market environments. recent surveys of some major organizations around the world have shown that all successful organizations are continuously interacting with the environment and making changes in their structural design or philosophy or policies or strategies as the need be.



## 1. External Forces for Organizational Change

External environment affects the organizations both directly and indirectly. The organizations do not have any control over the variables in such an environment. Accordingly, the organizations cannot change the environment but must change themselves to align with the environment. A few of these factors are:

A. **Technology:** Technology is the major external force which calls for change. The adoption of new technology such as computers, telecommunication systems and flexible manufacturing operations have profound impact on the organizations that adopt them. The substitution of computer control for direct supervision, is resulting in wider spans of control for managers and flatter organizations. Sophisticated information technology is also making organizations more responsive. Both the organizations and their employees will have to become more adaptable. Many jobs will be reshaped. Individuals who do routine, specialized and narrow jobs will be replaced



by workers who can perform multiple in decision making. Managements will have to increase their investment in training and education of the employees because employees skills are becoming obsolete more quickly. Japanese firms have progressed rapidly because they are very fast in adopting new technological innovations.

**B. Marketing Conditions:** Marketing conditions are no more static. They are in the process of rapid change as the needs, desires and expectations of the customers change rapidly and frequently. Moreover, there is tough competition in the market as the market is flooded with new products and innovations every day. New methods of advertising are used to influence the customers. Today the concept of consumerism has gained considerable importance and thus, the consumers are treated as the kings. Moreover, the competition today has some significant new twists. Most markets will soon be international because of decreasing transportation and communication costs and the increasing export orientation of business. The global economy will make

sure that competitors are likely to come across the ocean as well as from across town. Successful organizations will be those who can change in response to the competition. organizations that are not ready for these new sources of competition in the next decade may not exist for long.

**C. Social Changes:** Social and cultural environment also suggest some changes that the organizations have to adjust for. There are a lot of social changes due to spread of education, knowledge and a lot of government efforts. Social equality e.g. equal opportunities to women, equal pay for equal work, has posed new challenges for the management. The management has to follow certain social norms in shaping its employment, marketing and other policies.

**D. Political Forces:** Political environment within and outside the country have an important impact on business especially the transnational corporations. The interference of the government in business has increased tremendously in most of the countries. The corporate sector is regulated by a lot of laws and regulations. The organizations do not

have any control over the political and legal forces, but they have to adapt to meet the pressure of these forces. In our country, the economic policy has liberalized the economy to a large extent. Many of the regulatory laws have been amended to reduce the interference of the Government in business. An organizations is also affected by the world politics. Some of the changes in the world politics which have affected business all over the world are e.g. the reunification of Germany, Iraq's invasion of Kuwait, the break of Soviet Union etc.

## **2. Internal Forces for Organizational Change**

Internal forces for organizational change are too many and it is very difficult to list them comprehensively. However, major internal causes are explained as follows:

**A. Nature of the Work Force:** The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 50 plus value loyalty to their employers. Workers in their mid-thirties to mid-forties

are loyal to themselves only. The youngest generation of workers is loyal to their careers. The profile of the workforce is also changing fast. The new generation of workers have better educational qualifications, they place greater emphasis on human values and question authority of managers. Then behavior has also become very complex and leading them towards organizations goals is a challenge for the managers. The employee turnover is also very high which again puts strain on the management. The work force is changing, with a rapid increase in the percentage of women employees, which in turn means, more dual career couples. organizations have to modify transfer and promotion policies as well as make child care and elder care available, in order to respond to the needs of two career couple.

#### **B. Change in Managerial Personnel:**

Change in managerial personnel is another force which brings about change in organization. Old managers are replaced by new managers which is necessitated because of promotion, retirement, transfer or dismissal. Each managers brings his own

ideas and way of working in the organizations. The informal relationships change because of changes in managerial personnel. Sometimes, even though there is no change in personnel, but their attitudes change. As a result, the organizations has to change accordingly. Changes in the organizations are more fast when top executives change. Change in top executives will lead to important changes in the organizations in terms of organizations design, allocation of work to individuals, delegation of authority, installation of controls etc. All these changes will be necessitated because every top executive will have his own style and he will like to use his own ideas and philosophies.

**C. Deficiencies in Existing Management Structure:** Sometimes changes are necessary because of some deficiencies in the existing organizations structure, arrangement and processes. These deficiencies may be in the form of unmanageable span of management, larger number of managerial levels, lack of coordination among various departments,

obstacles in communication, multiplicity of committees, lack of uniformity in policy decisions, lack of cooperation between line and staff and so on. However, the need for change in such cases goes un-recognized until some major crisis occurs.

**D. To Avoid Developing Inertia:** In many cases, organizations changes take place just to avoid developing inertia or inflexibility. Conscious managers take into account this view that organizations should be dynamic because any single method is not the best tool of management every time. Thus, changes are incorporated so that the personnel develop liking for change and there is no unnecessary resistance when major changes in the organizations are brought about.

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### Planned change

Planned change is the process of preparing an entire organization, or a significant part of it, to achieve new goals or move in a new direction. This direction can refer to a company's culture, internal structure, processes, metrics and



rewards, or any other aspect related to the business.

While constant change is the new normal and the best companies embrace it, not all change is planned. On occasion, organizations will suddenly have to adapt to new market demands, unexpected market shifts or heightened competition.

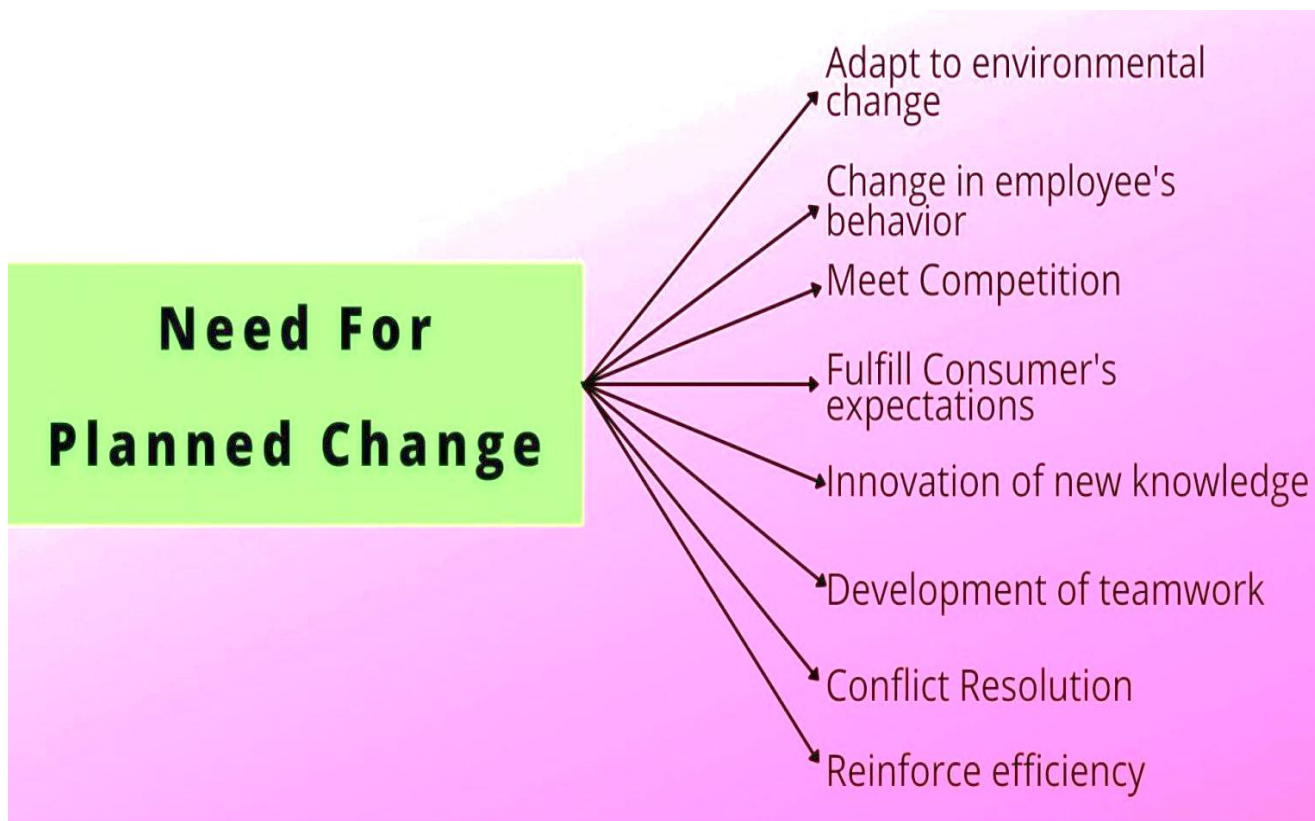
It's also worth noting that planning for change and planning for innovation are not the same. Some practitioners describe planning for change in general as incidental, administrative, and serving mostly "cosmetic purposes." The role of this type of change is, therefore, to maintain stability and incorporate certainties into the organization.

By contrast, innovation is a transformative process that requires deeper change (a makeover), customized tools, and creativity. Innovation, as a change process, can therefore appear unexpected and even nonsensical.

## Need for Planned Change

The needs (say importance) for planned change are:

the role is a set of expected behavior patterns attributed to someone occupying a given position in a social unit.



- **Adapt to Environmental Change**

It helps to improve the ability of the organization to adapt to environmental changes. Environmental change is a natural and ever-changing process.

The change in the social environment brings new concepts, ideas, knowledge, and system to the business. Management needs to develop the practice of planned change in organization performance to efficiently work with environmental change.

- **Change in Employees' Behavior**

Planning is essential to change employees' behavior to make them responsive to change. Management needs to use different tools to change the attitude and behavior of employees consisting including counseling, orientation, training, and motivation.



Such change in behavior helps to overcome the resistance to change.

- **Meet Competition**

In the open market economy, every business organization needs to face competition. On the basis of time, competitors can introduce a new strategy, policy, and technology to grab the market.

In such a situation, the manager needs to introduce planned change practices to modify the present working procedures and system. It will be supportive to meet competition in the market.

- **Fulfill Consumer's Expectations**

On the basis of changing environment of society needs, demands, and expectations of consumers will be changed. Similarly, new models, designs, structures, concepts, and technology may introduce in the market to draw the attention of customers.

Thus, managers need to identify the changing expectation of consumers and introduce a planned change in organizational performance. It facilitates to fulfill the demand of the consumers.

- **Innovation of New Knowledge**

Planned change is supportive of the innovation of new knowledge, idea, concept, and technology. It is essential to develop new procedures and systems for doing work.

It helps to new output or service. The introduction of new designs, models, and structures of products on the basis of changing demands of the customers is crucial to meet business objectives.

- **Development of Team Work**

In planned change management needs to emphasize participative management. Work should be divided among teams having complementary members.

The manager needs to invite team members into the decision-making process. It facilitates meeting the planned objectives.

- **Conflict Resolution**

When people work in a group conflict is natural. Because group members may have differences in skills, perceptions, attitudes, and beliefs. They work together to achieve common goals.

In the course of work, they may put inverse opinions and ideas in working procedures and systems. In planned change management needs to resolve conflict on time for smooth performance.

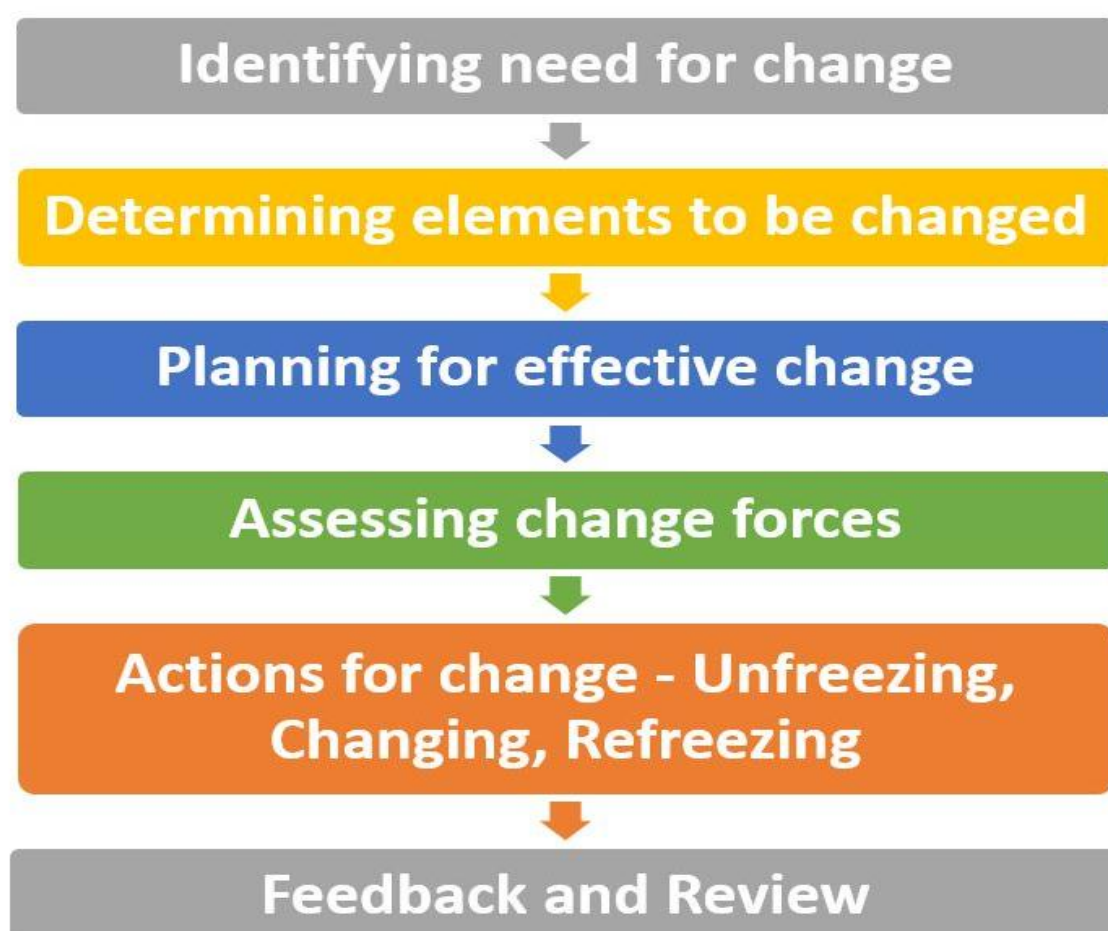
- **Reinforce Efficiency**

Planned change facilitates strengthening the competency of employees. It needs training of employees, re-engineering in working procedures, change in management structure, etc.

Such activities help to develop the working efficiency of employees and to meet planned objectives.

## **Process of Planned Change**

### **Process of Organizational Change**



## What is a change agent?

A change agent, or agent of change, is someone who promotes and enables change to happen within any group or organization.

In business, a change agent is an individual who promotes and supports a new way of doing something within the company. This can be the use of a new process, the adoption of a new management structure or the transformation of an old business model to a new one.

A change agent is sometimes also called an agent of change or change advocate. *Champion*, *change champion* and *change agent* are often used interchangeably, as well; however, some see differences between the roles each one plays in supporting change. For example, a change agent is viewed as having more responsibilities and accountability than a champion for ensuring that change happens successfully.





## What change agents do

Regardless of the actual position or job title a change agent holds, an individual who takes on the task of being an agent of change assumes



responsibility for the following:

## 4 steps in the change agent process

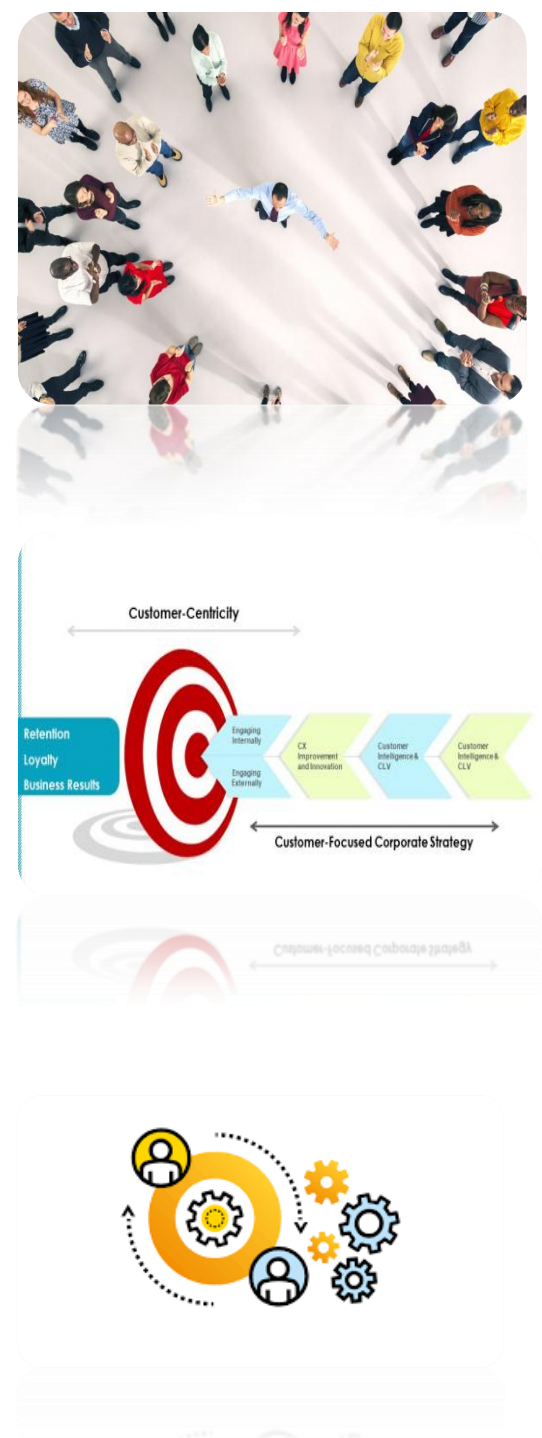
	Propose and promote the value of needed change.
	Plan the change process.
	Guide others through the change process.
	Ensure the change meets desired goals.

### Change agent characteristics

There are three main types of change agents:

- **People-centric.** These change agents help boost employee morale and motivation. They help employees through a change and assist with goal setting, training and up skilling.
- **Structure-centric.** These agents focus on changing an organization's infrastructure. They research and implement new technologies and perform systems analysis.
- **Process-centric.** These change agents focus on implementing new change processes and facilitating communication and cooperation among teams.

To ensure success, leadership should choose



a change agent based on characteristics commonly identified as the most effective for positions such as chief transformation officers. Those characteristics include the following:

- diversified knowledge.
  - experience in the business discipline impacted by the change effort.
  - a willingness to ask tough questions.
  - flexibility, creativity and an openness to new ideas.
  - a strong network.
  - trustworthiness and credibility.
  - an understanding of the organization's corporate culture.
  - courage.
  - the ability to tell a company narrative.
  - excitement for new opportunities and potential.
  - comfort working through uncertainty.
-

## Resistance to Change



Resistance to change is the opposing behaviors of employees in the change made by the organization. There are many reasons employees resist change one of them is, they think the frequent change made in an organization has a bad effect on their position.

Resistance to change is one of the important sources of functional conflict. It brings obstacles in change adaptation and process. Resistance to change can be seen in terms of overt or immediate and covert nature.

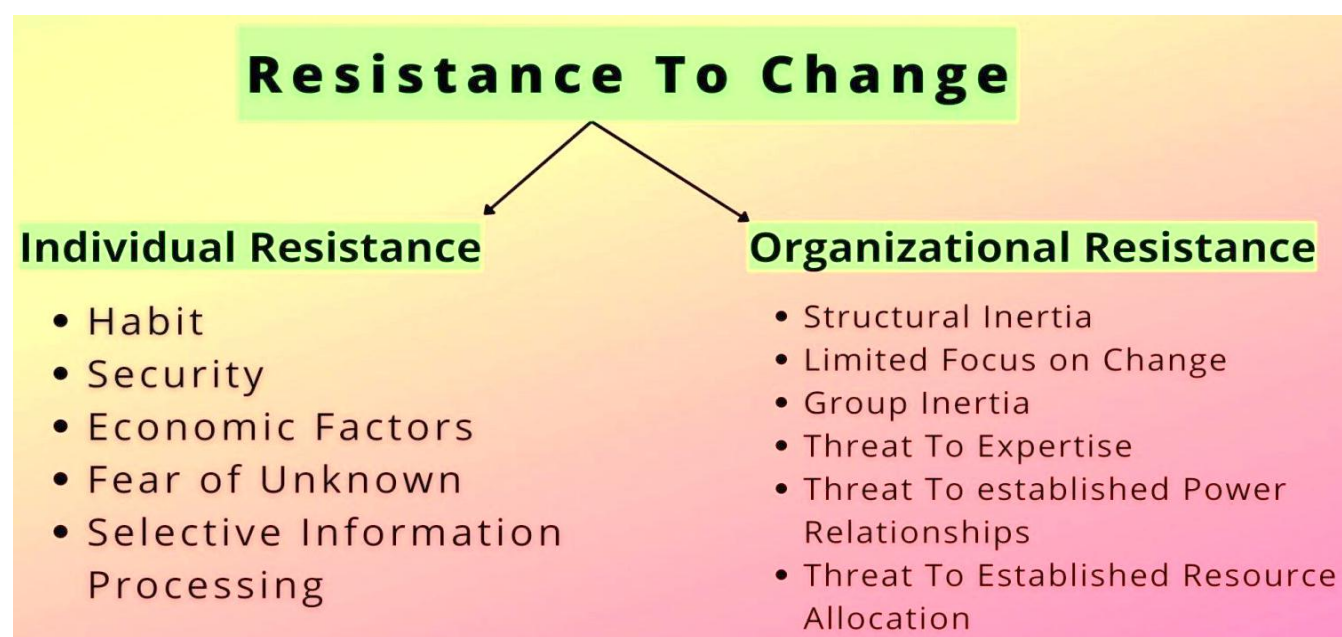
It is not so difficult to manage and deal with resistance when it is overt or immediate. Examples of such resistance involve work slowdown, compliant voice, a threat of a strike, etc.

Covert or implicit is more complex and as such more difficult to recognize. An example of such

resistance involves loss of loyalty and motivation to the organization, increased errors, increased absenteeism due to sickness, etc.

## Why Do People Resist To Change?

Mainly there are two types, sources, factors, reasons, and causes of resistance to change consisting of individual and organizational.



### 1. Individual Reasons For Resistance To Change:

Individual reasons for resistance to change are based on some basic human characteristics such as perceptions, personalities, and needs. Following are the reasons that individuals may resist to change:

- **Habit**

Human beings by nature have a habit to do regular work or making programmed decisions. They satisfy and feel secure in regular work and adjust themselves to family, society, and work life. They do not want to accept change if it





needs to change their habit.

They analyze the weightage of benefits and costs before accepting any change. For example, when an employee used a route to go to the office, it becomes his habit to go to the office through the same route regularly.

As far as possible he does not want to change the regular route. He thinks many times about merits and demerits when he needs to change the route.

- **Security (Job Security)**

Generally, people think that change brings a threat to job security and that is the reason that they hesitate to accept it. They find security in the job possess and the system that they are doing. In the case of management of an organization that plans to change the present work system, many employees would feel that it may pose a threat to their job security.

For example, when the computer system was introduced in traditional banks of Nepal, at the primary stage many employees resisted that change by feeling job insecurity.

- **Economic Factors**

The probability of loss of preset economic gain is one of the reasons for resistance to



change. Many people believe that change would bring complexity and it becomes difficult for them to adapt to changing systems and procedures.

They may fear a reduction in responsibilities and working hours and due to which remuneration will be automatically minimized.

- **Fear of Unknown**

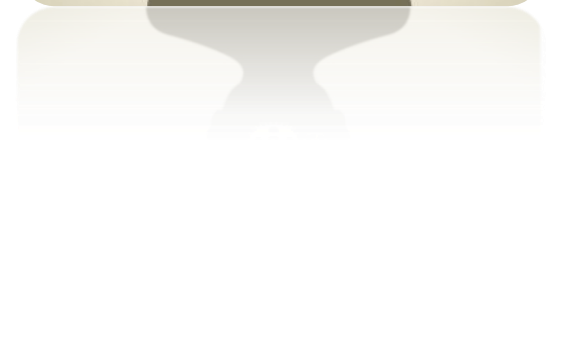
Change brings new knowledge and system to working procedures. People having limited knowledge, lack of creativity, and initiation may feel fear of the unknown if any change occurred in the workplace, co-workers, or in a working system. They feel difficult to make decisions, to accept change.

For example, when a computer system was first introduced in Nepal, employees of many organizations feel difficult to accept computerization because of fear of the unknown.

- **Selective Information Processing**

Individuals shape their world through their perceptions. When something is selected in the processing of information, people do not want to divert their perceptions toward others. They hear what they want to hear.

They ignore information that challenges the



world they have created. Therefore, when any change occurred in working procedures against the perceived world, people resist the change. In this way, it also becomes one of the reasons for resistance to change.

## 2. Organizational Reasons For Resistance To Change:

Organizations are conservative in nature and they do not want to accept any change easily. The structure and design of the majority of business organizations are also difficult to change. The following are the sources of organizational resistance to change:

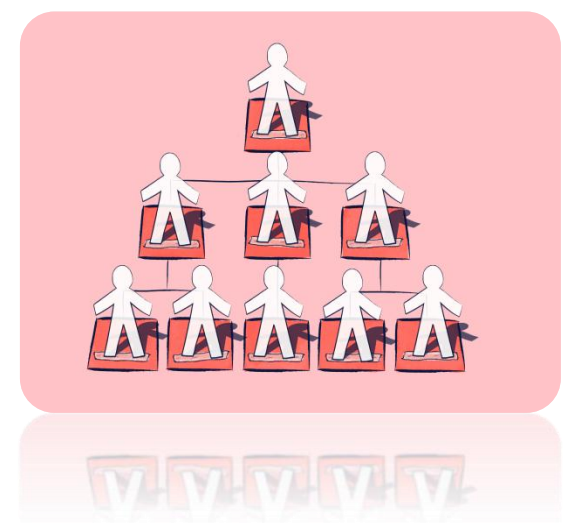
- **Structural Inertia**

Organizations have their own structure and system to maintain stability in performance. They have specific procedures of selection, training, role, and other socialization techniques.

Employees have a formal job description, and they have to follow specified rules and procedures for the completion of a given job. When an organization is confronted with change, this structural inertia acts as resistance.

- **Limited Focus on Change**

The organization's total system is constituted of a number of interrelated and interdependent



subsystems. A subsystem can not be changed without affecting other subsystems.

For example, the computerization of the financial system may become ineffective if other systems of the organization remain unchanged. Therefore, limited changes in subsystems become worthless as they may be neutralized by the total system.

- **Group Inertia**

Individuals work in the organization in a group and they consider the group norms, systems, and values. If individuals want to change their behavior, group norms act as a constraint.

For example, an individual a union member may be willing to accept a change in his job suggested by management. But if union norms dictate resisting any change made by the management, employees resist change in their job.

- **Threat To Expertise**

Fear of losing the importance of the job is one of the reasons for resistance to change. Changes in organizational systems and procedures may threaten the expertise of one specialized group whereas another group of





resources often see change as a threat. For them, change is a reduction of budgets or cut-offs of their staff's size.

For example, the production department is getting more resources in the traditional system of production, employees of this department may oppose automation because it would minimize the number of staff.

Hence, we see all these reasons or sources of resistance to change as they have a major impact on the achievement of organizational objectives, thus these reasons should be minimized at an acceptable level and if possible they should be eliminated.

### **The Politics of Change**

- The motivation for change may come from outside change agents, new employees, or managers outside the main power structure.
- Internal change agents are most threatened by their loss of status in the organization.
- Long-time power holders tend to implement incremental (small) but not radical change.
- The outcomes of power struggles in the organization will determine the speed and quality of change.
- Change includes many political factors as the

#### **Political Change**



impetus for change is likely to come from outside those who are responsible for making the change happen. This can threaten those change agents within the organization and force them to implement incremental but not radical change. Embedded in the change dynamics will be the issue of power. Power struggles will have results that determine the speed and quality of change.

### **Lewin's Three-Step Change Model:**

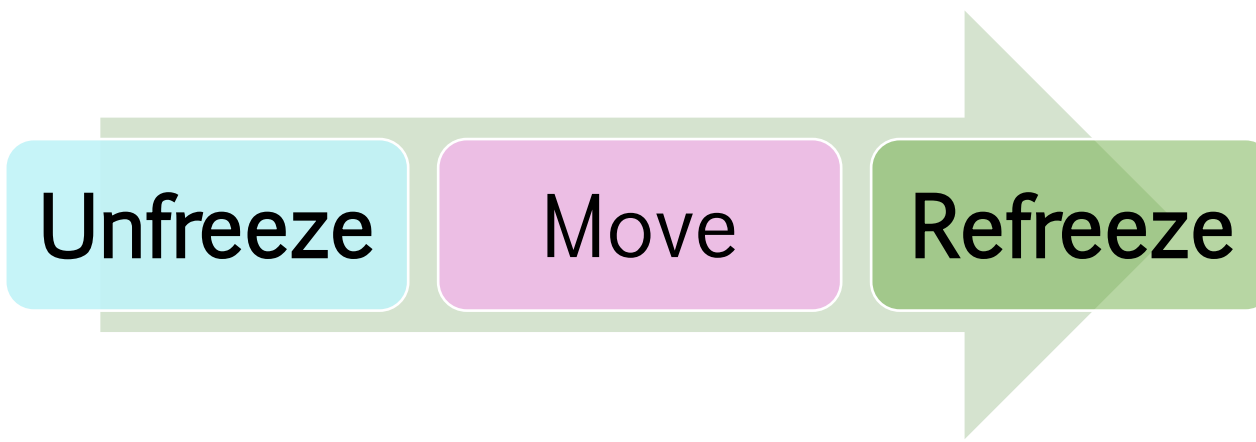
- **Unfreezing:**

Change efforts to overcome the pressures of both individual resistance and group conformity.

- **Refreezing:**

Stabilizing a change intervention by balancing driving and restraining forces.

Unfreeze Move Refreeze Lewin offers a three-step model to help facilitate the change process. He sets forth that change efforts need to “unfreeze” individual resistance and group conformity to help them move forward and then you need to refreeze the changes by balancing driving and restraining forces. This will help to move people through the change process and solidify the desired behaviors/outcomes moving forward.



## Lewin: Unfreezing the Status Quo (current situation):

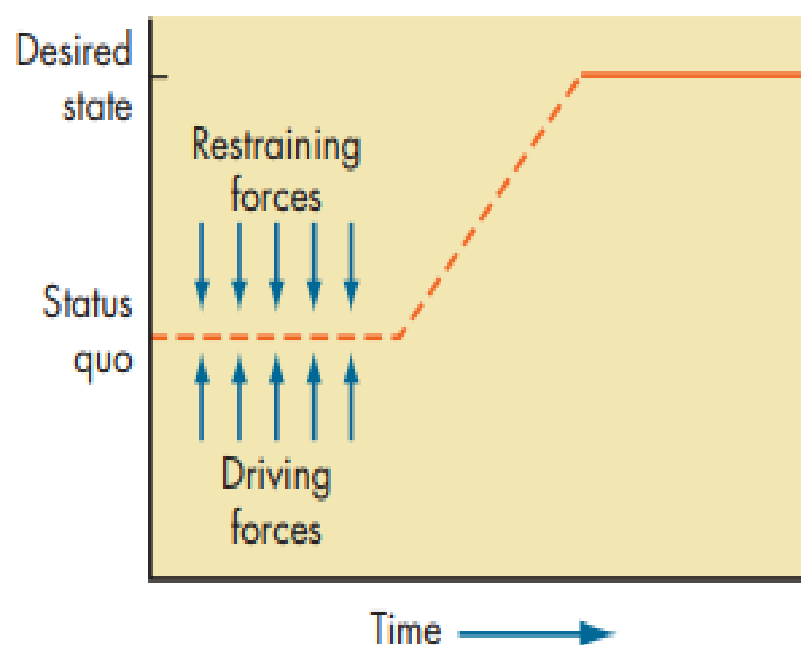
- **Driving Forces:**

Forces that direct behavior away from the status quo.

- **Restraining Forces:**

Forces that hinder (prevent) movement from the existing situation.

In the unfreezing stage Lewin identifies driving and restraining forces. Driving forces are those that direct behavior away from the status quo. Restraining forces are those that hinder movement from the existing equilibrium.





## Kotter's Eight-Step Plan

Builds from Lewin's Model

- To implement change:

1. Establish a sense of urgency.

2. Form a coalition.

3. Create a new vision.

4. Communicate the vision.

5. Empower others by removing barriers.

6. Create and reward short-term "wins".

7. Consolidate (strengthen), reassess, and adjust.

8. Reinforce the changes.

unfreezing

Movement

Refreezing

## Action Research

A change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicates

- Process steps:

Diagnosis

Analysis

Feedback

Action

Evaluation

- Action research benefits:

– Problem-focused rather than solution-centered.

– A lot of employee involvement reduces

resistance to change.

Action research is another theory about change that says that the change process is based on a systematic collection of data and then selection of a change action based on what the data tells you. The process would be to diagnose the situation, analyze the data, obtain feedback from the data, take action, and then evaluate. The benefits of this approach is that it focuses on the problem instead of jumping to the solution and it also gets employees involved, thereby reducing their resistance to change.

## Work Stress and Its Management



### What is Stress?

**Stress** is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.<sup>54</sup> This is a complicated definition. Let's look at its components more closely.

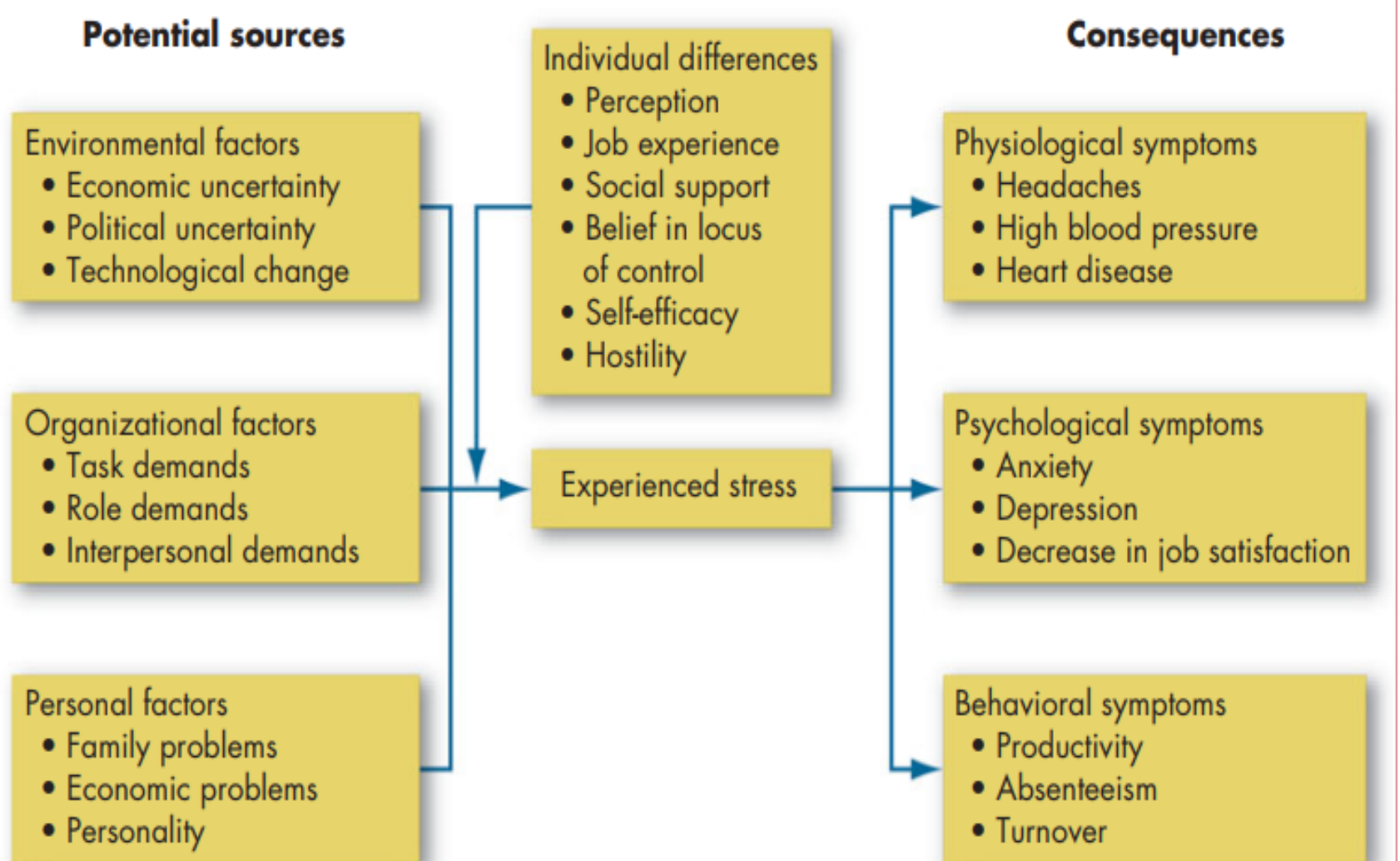
job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match

Job stress can lead to poor health and even injury.



the capabilities, resources, or needs of the worker.

## A Model of Stress



**A Model of Stress**

## Potential Sources of Stress

### 1. Environmental Factors:

- Economic uncertainties of the business



cycle.

- Political uncertainties of political systems.
- Technological uncertainties of technical innovations

## 2. Organizational Factors:

- Task demands related to the job.
- Role demands of functioning in an organization.
- Interpersonal demands created by other employees.

## 3. Personal Factors:

- Family and personal relationships.
- Economic problems from exceeding earning capacity.
- Personality problems arising from basic character.

There are a number of sources of stress. There are environmental factors that include economic uncertainties of the business cycle as we have seen recently, political uncertainties and technological changes that cause uncertainties. There are also organizational factors that cause stress such as task demands, role demands, and interpersonal demands. Finally, there are



personal factors that can cause stress such as personal relationships, economic problems, and personality issues.

### Consequences of Stress:

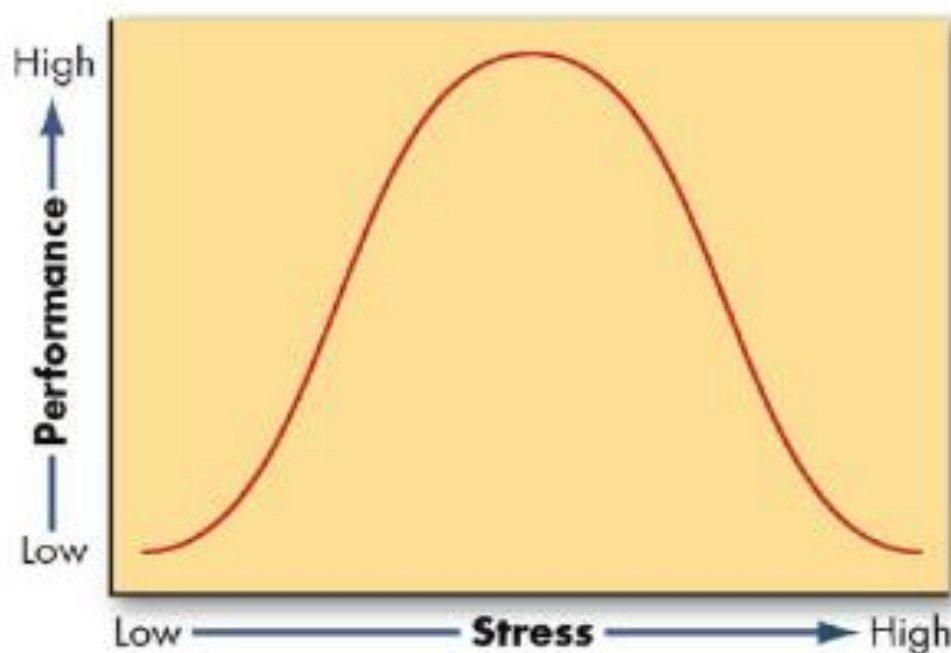
- **Stressors are additive:** high levels of stress can lead to the following symptoms.
- Physiological
  - Blood pressure, headaches, stroke
- Psychological
  - Dissatisfaction, tension, anxiety, irritability, boredom, and procrastination (laziness).
  - Greatest when roles are unclear in the presence of conflicting demands.
- Behavioral:
  - Changes in job behaviors, increased smoking or drinking, different eating habits, rapid speech, fidgeting, sleep disorders

Stress also has consequences for the individual experiencing stress. These can include physiological factors such as blood pressure, headaches, and strokes. Psychological factors are also a result of stress including dissatisfaction, tension, and boredom. These outcomes are most

prevalent when roles are unclear. Finally, there can also be behavioral consequences such as change in job behaviors, an increase in drinking and smoking, change in eating habits, and sleep disorders.

### **Not All Stress Is Bad**

- Some level of stress can increase productivity.
- Too little or too much stress will reduce performance.
- This model is not empirically supported by research.



However, not all stress is bad. It has been suggested that as stress rises to a healthy level, productivity can increase. There needs to be a healthy balance as too much or too little stress will reduce performance as seen in the graph above.

## Managing Stress

- **Individual Approaches:**

- Implementing time management.
- Increasing physical exercise.
- Relaxation training.
- Expanding social support network.

- **Organizational Approaches:**

- Improved personnel selection and job placement .
- Training.
- Use of realistic goal setting.
- Redesigning of jobs.
- Increased employee involvement.
- Improved organizational communication.
- Offering employee sabbaticals (time-off).
- Establishment of corporate wellness programs.

Stress needs to be managed and maintained at a healthy level. Individuals often manage stress through time management techniques, physical exercise or expanding their social support network. Organizations can also help



employees manage stress by providing training, realistic goal setting, solid designing of jobs, offering employee sabbaticals, and establishing a wellness program.

## **Global Implications**

### • **Organizational Change**

- Culture varies people's belief in the possibility of change.
- Time orientation will affect implementation of change.
- Reliance on tradition can increase resistance to change.
- Power distance can change implementation methods.
- Idea champions act differently in different cultures.

### • **Stress**

- Job conditions that cause stress vary across cultures.
- Stress itself is bad for everyone.
- Having friends and family can reduce stress.

Organizational change will vary in different cultures depending on the people's view of the possibility of change and their time orientation .

Also, some cultures have strong traditions and this will create a higher resistance to change. The concept of power distance will impact how change is implemented as well as who is the best idea champion for leading the change. Stress also varies by cultures as different issues will cause stress in different cultures. However, stress is bad for everyone no matter which culture they belong to. Also, across cultures having a good support system of family and friends can reduce stress.

### **Summary and Managerial Implications:**

- Organizations and the individuals within them must undergo dynamic change.
- Managers are change agents and modifiers of organizational culture Stress can be good or bad for employees.
- Despite possible improvements in job performance caused by stress, such improvements come at the cost of increased job .

In summary, all organizations will go through change and managers are best set up to be the change agents to modify culture. Stress is a natural result of change but it has both positive

and negative implications for employees so it is important to find ways to help balance stress through both individual and organizational methods to maximize performance and minimize job dissatisfaction.

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