

Q.1 What do you mean by organizational behavior?

Meaning of Organizational behaviour

Organizational behavior is the systematic study of human behavior, attitudes and performance within an organizational setting; drawing on theory methods and principles from such disciplines as psychology, sociology and cultural anthropology to learn about individual perceptions, values, learning capacities and actions while working in groups and careful application of knowledge about how people- as individuals and as groups- act within the total organization; analyzing the external environment's effect on the organization and its human resources, missions, objectives and strategies.

The above definition of OB highlights on its several aspects like:

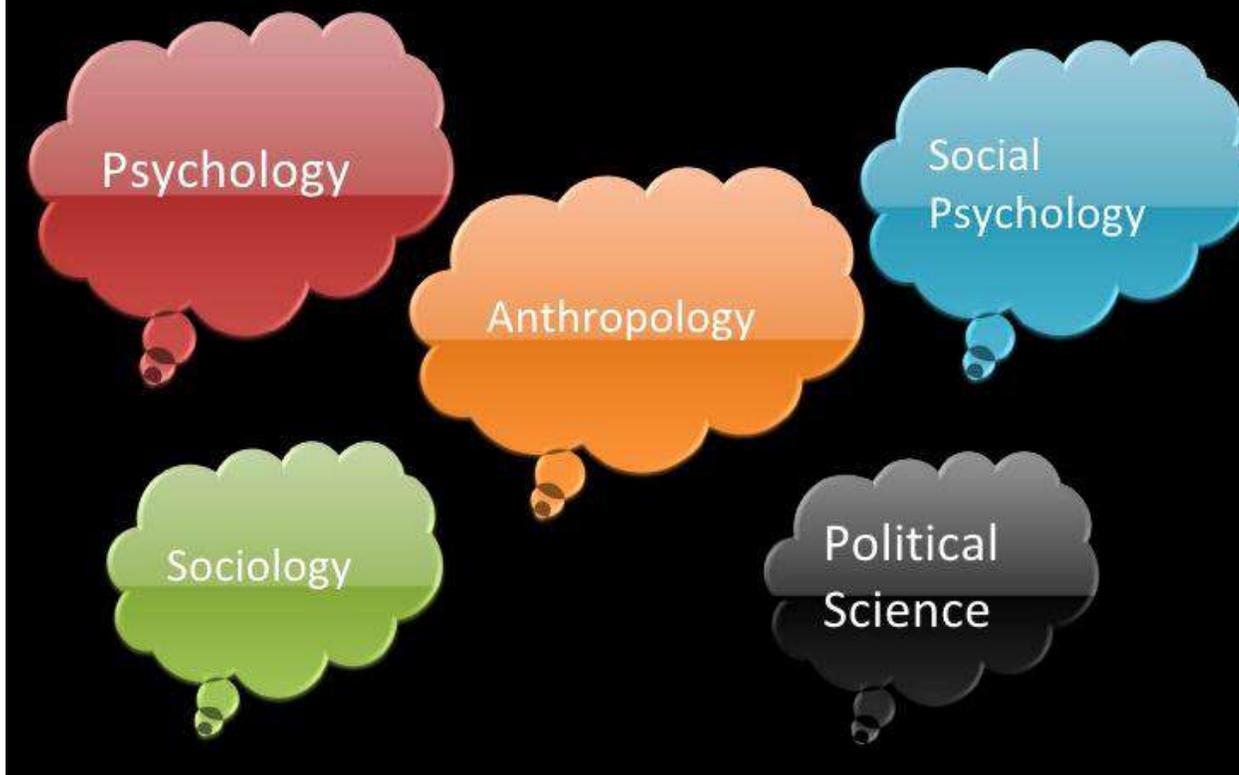
- a. Way of thinking—requires clearly identifying the level of analysis (individual, group, organizational).
- b. Multi-disciplinary—draws principles, theories, and models from psychology, sociology and cultural anthropology.
- c. Humanistic orientation—assumes that individual feelings, attitudes, perceptions, goals, etc., are important to the organization.
- d. Performance-oriented—focusing on whether and why individual/group/organization performance is high, moderate, or low.
- e. External environment—substantially impacts organizational behavior.
- f. Scientific method—plays a critical role in OB research.
- g. Applications oriented—concerned with providing useful/applicable answers to management problems.

Q. 2 How does OB contribute to behavioural science?

Contribution of Behavioural Science

The disciplines of psychology, social psychology, sociology and cultural anthropology contribute heavily to the subject matter of OB.

CONTRIBUTING DISCIPLINES TO THE OB FIELD



Q.3 Discuss the fundamental concepts connected to Organizational Behaviour.

Fundamental concepts connected with Organizational behavior

Fundamental concepts are basic principles that form a strong foundation for OB. OB has a set of fundamental concepts revolving around the nature of people and organizations.

The Nature of People

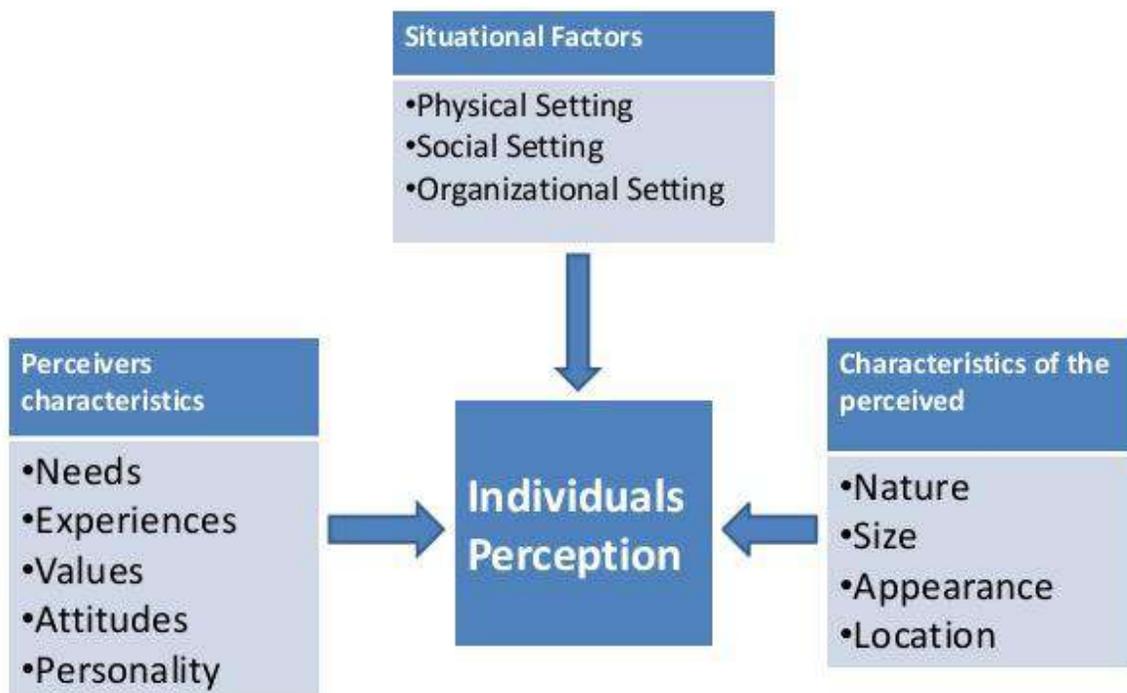
The six basic concepts relevant to the nature of people are:

Law of individual differences-Each person is substantially different from all others in terms of their personalities, needs, demographic factors and past experiences and/or because they are placed in

different physical settings, time periods or social surroundings. This diversity needs to be recognized and viewed as a valuable asset to organizations.

Perception- Perception is the unique way in which each person sees, organizes and interprets things based on their background of individual differences. Each person reacts not to an objective world, but to a world judged in terms of his/her own beliefs, values and expectations. Sometimes it may lead to selective perception in which people tend to pay attention to only those things that are consistent with or reinforce their own expectations. Selective perceptions may lead to misinterpretation of single events at work or create a barrier in the search for new experience. Managers need to recognize the perceptual differences among the employees and manage them accordingly.

Factors influencing Perception



A whole person- People function as total human beings. People are physical, mental, social and spiritual beings and the organization actually employs the whole person rather than certain characteristics. There are spillover effects between the work life and life outside work and management's focus should be in developing not only a better employee but also a better person in terms of growth and fulfillment. If the whole person can be developed, then benefits will extend beyond the firm into the larger society in which each employee lives.

Motivated behaviour- Individual's behavior are guided by their needs and the consequences that results from their acts. In case of needs, people are motivated not by what others think they ought to have but by what they themselves want. Motivation of employees is essential to the operation of organizations and the biggest challenge faced by managers.

Desire for Involvement- Many employees actively seek opportunities at work to become involved in relevant decisions, thereby contributing their talents and ideas to the organization's success. Consequently, organizations need to provide opportunities to the employees for meaningful involvement.

Value of the Person- People want to be treated with care, dignity and respect and increasingly they are demanding such treatment from their employers. They want to be valued for their skills and abilities and to be provided with opportunities to develop themselves.

The Nature of Organizations

The three key concepts related to the nature of organizations are:

Social systems- Sociology tells that organizations are social systems. Just have people have psychological needs they also have social roles and status. Their behavior is influenced by their group as well as their by their individual drives. Two types of social systems exist side by side in the organization- the formal

(official) social system and the informal social system- each influencing and getting influenced by the other.

Mutual Interest-There is a mutuality of interest between the organization and its employees.

Organization needs employees to reach its objectives and people need organizations to help them reach individual objectives. Mutual interest provides a super-ordinate goal – one that can be attained only through the integrated efforts of individuals and their employees.

Ethics- Ethics is the use of moral principles and values to affect the behavior of individuals and organizations with regard to choices between what is right and wrong. In order to ensure a higher standard of ethical performance by managers and employees companies have established codes of ethics, publicized statements of ethical values and set up internal procedures to handle misconduct. Since Organizational behavior involves people, ethical philosophy is involved in one way or another in each action they take. When organization's goals and actions are ethical, individual, organizational and social objectives are more likely to be met.

Basic approaches of Organizational behaviour

The four basic approaches of OB are:

Human Resources (supportive) approach- Employee growth and development toward higher levels of competency, creativity and fulfillment are encouraged and supported because people are the central resource in any organization and society.

Contingency approach-Different managerial behaviours are required by different environments for effectiveness.

Results-oriented approach-Outcomes of organizational behavior programs are assessed in terms of their efficiency.

Systems approach- All parts of an organization interact in a complex relationship. Systems approach takes an across-the-board view of people in organizations and analyses issues in terms of total situations and as many factors as possible that may affect people's behaviour.

Q.3 Elucidate the framework of OB

Framing the study of Organizational Behaviour.

The study of OB involves

A. The Organization's Environment

Forces present in the environment outside the organization like needs of the society, demands of customers or clients, legal and political constraints, economic and technological changes and developments interact with the organization and the management of an organization must respond appropriately to it.

B. The Individual in the Organization

Individual performance forms the basis of organizational performance. The four key influences on individual's behavior and motivation are:

- a. Individual characteristics—e.g., personality, attitudes, perceptions, values.
- b. Individual motivation—interacts with ability to work to determine individual performance.
- c. Rewards/punishment—use of behavior modification techniques to enhance performance and control misbehavior.
- d. Stress.

C. Interpersonal Influence and Group Behavior

Interpersonal influence and group behavior affect organizational performance in the following way:

- a. Group Behavior—the dynamics of formal groups (created by managerial decisions) and informal groups (developing around members' common interests and friendship) have an impact on the functioning of the organization
- b. Intergroup Behavior and Conflict—groups can cooperate and/or compete with each other in organizations; conflict resulting from competition may be either functional or dysfunctional, depending on the organization.
- c. Power and Politics—the dynamics and effects of power, authority and politics in the organization.

D. Organizational Processes, Structure and Design

A formal pattern of activities and interrelationship among the various subunits of the organization. It includes:

- a. Organizational Structure—the components of the organization and how these components fit together.
- b. Job Design—the processes managers use to specify the contents, methods, and relationships of jobs and specific task assignments.
- c. Organizational Processes—four behavioral processes that contribute to effective organizational performance are:
 1. Leadership—important for obtaining individual, group and organizational performance. Defined by some in terms of specific traits and behaviors; the combination of those behaviors; or dependent upon the specific situation in which the leading is occurring.
 2. Communication Process—links the organization to its environment and links parts within the organization to each other.
 3. Decision-Making Process—the dynamics, variety and techniques of both individual and group decision-making.
 4. Organizational Change and Development Processes—planned attempts to implement change that will improve overall individual, group, and organizational performance. It involves the study of Organizational structure and Design and Managing change and Innovation.

Q.4 Discuss the basic Organizational Behaviour Model.

Basic OB Model

Model is an abstraction of reality and a simplified representation of some real-world phenomenon.

Three theoretical frameworks- the cognitive, behavioristic and social learning frameworks form the basis of an organizational behavior model. The cognitive approach is based on the expectancy, demand and incentive concepts. Edward Tolman has made significant contributions to this approach. Behavioristic framework focuses on observable behaviors. Ivan Pavlov and John B. Watson were the pioneers of the behavioristic theory. They explained human behavior on the basis of the connection between stimulus and response. The social learning approach incorporates the concepts and principles of both the cognitive and behavioristic frameworks. In this approach, behavior is explained as a continuous reciprocal interaction between cognitive, behavioral and environmental determinants. The organization behavior model (S, O, B, C) has incorporated the best aspects from the three frameworks of human behavior. In this model, the letters S, O, B, C represent situation, organism, behavior and consequences, respectively. Allbert Bandura, Julian Rotter, Salancik and Pfeffer are the main proponents of this framework.

In the OB Model there are some dependent variables like productivity, absenteeism, turnover, job satisfaction, deviant workplace behaviour, organizational citizenship behaviour etc -the reasons of which people try to understand. The cause of these outcomes like with some variables at individual, group and individual level-these variables are called independent variables. In the context of the organizational environment the independent variables at different levels interact between and amongst each other giving rise to a complex dynamics which leads to the various outcome variables as mentioned above. For this reason there are few absolutes in OB as everything is contingent on situation and what holds good for one situation may not hold good for another situation. For further reading please refer



The goals of organizational behavior:

The four goals of Organizational behavior are:

1. To describe systematically how people behave under variety of conditions
2. To understand why people behave as they do
3. Predicting future employee behavior
4. Control at least partially and develop some human activity at work.

Q .5 Discuss the importance of discipline of OB for the managers.

Importance of Organizational behaviour for the managers

1. Organizational behavior provides a useful set of tools at five levels of analysis.

2. It helps managers to look at the behavior of individuals within an organization.
3. It aids their understanding of the complexities involved in interpersonal relations, when two people (two co-workers or a superior-subordinate pair) interact.
4. Organizational Behaviour is valuable for examining the dynamics of relationships within small groups, both formal teams and informal groups.
5. When two or more groups need to coordinate their efforts, managers become interested in the intergroup relations that emerge.
6. Organizations can also be viewed and managed as whole systems that have inter organizational relationships.

Q.6 Discuss three components of attitude.

There are said to be three components of an attitude, which can easily be remembered using 'ABC'. These three components are;

- **Affective Component** – feelings of an attitude – For example if a person is scared of spiders or dogs.
- **Behavioural Component** – Predispositions to act towards an attitude. – For example if the person scared of spiders sees one, they will react and scream.
- **Cognitive Component** – Thoughts about an attitude. – For example this is why they justify their actions against the spider, believing it to be dangerous in some way.

Q.7. Throw some light on motivation.

Motivation is important within organisations because managers need to know how to motivate their staff, so that they work harder, enjoy work life more and in turn generate more profit for the company. Its important to know; how people are motivated, why people are motivated and also how the manager themselves are motivated, because if they aren't then it is very unlikely that the rest of the team will be.

How to Motivate Employees

Although everyone is motivated differently, as they require different things to make them happy and content, there are a set of aspects which will normally work on most people.

- Money
- Health Care
- Flexitime

These are just a few, if we dive more into the theories though we can see a lot more;

Q.9 Discuss Maslow's Need Hierarchy theory.

Motivation Definition: The reason or reasons to act in a particular way. It is what makes us do things and carry out tasks for the organisation. However, motivation is often used as an excuse, a lack of motivation for not doing anything. This is why in an organisation discipline needs to be used, to inspire the fact that motivation isn't always needed, but discipline to get the job done is.

Maslows Hierarchy of Needs Definition:

Maslow's Hierarchy of needs was created to try and show what people need satisfying so that they can fulfil themselves at work. He came up with the following **five steps which must be taken to reach self-actualisation**. Number 1 must be met to move onto 2, number 2 must be met to move onto 3, and so on.

Physiological – Breathing, food, water, sex, sleep, homeostasis, excretion

Safety – Security of: body, employment, resources, morality, the family, health, property

Love and Belonging – Friendship, family, sexual intimacy

Esteem – Self-esteem, confidence, achievement, respect of others, respect by others

Self-Actualization – Morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts

This hierarchy of needs came under some criticisms, mainly due it being too vague in explaining what people need to be motivated. As well as this many people think that certain aspects of the hierarchy should be further up, or further down, showing that the diagram made is very individualistic.

Q.10. Discuss Hygiene theory of motivation.

Motivation Definition: The reason or reasons to act in a particular way. It is what makes us do things and carry out tasks for the organisation. However, motivation is often used as an excuse, a lack of motivation for not doing anything. This is why in an organisation discipline needs to be used, to inspire the fact that motivation isn't always needed, but discipline to get the job done is.

Herzberg's Two Factor Theory Definition: Frederick Herzberg came up with a theory which would look into what caused job satisfaction and what caused job dissatisfaction. Factors which influenced making a job satisfying were called 'Motivator Factors' whilst factors which made a job dissatisfying were named 'Hygiene Factors'. Below are what both of these sets include;

Hygiene Factors

If these factors are not present, they will cause people within the organisation to become dissatisfied. For example;

- Salary and Pay
- Job Security
- Working Conditions
- Supervision
- Company Policies
- Interpersonal Relationships

Motivation Factors

When these factors are present, people within the organisation will become satisfied. For example;

- Achievement

- Recognition
- Responsibility
- **Job Satisfaction**
- Personal Development

Q.11 Discuss expectancy theory.

Vroom's Expectancy Theory focuses on three main points; valence, instrumentality, expectancy. This theory can be shown in a formula, with force equalling the force of motivation.

Force = Valence x Instrumentality x Expectancy

The higher the value being the more motivated you are to work. If one value is zero, the answer will be zero, showing that each point needs to be met.

Valence – If valence is low this means that you are not bothered about the outcome, therefore meaning that work doesn't need to be put in.

Instrumentality – If you don't think the outcome will affect anything, then you won't be motivated to try and make that outcome the best it could be.

Expectancy – If expectancy is low, this means that you don't expect the outcome to be good no matter how hard you try; therefore there isn't any point in trying, leading to no motivation.

Q. 12 Discuss Type A and Type B personality.

A & B Types of Personality

Type „A“

- Always moving, walking & eating fast
- Feel impatient
- Strive to do two or more things at once
- Cannot cope with leisure time
- Obsessed with number; how many, how much they have achieved

Type „B“

- Never suffer from a sense of time urgency
- Feel no need to display/discuss their achievements unless required
- Play for fun /relaxation

Type „A“

- Suffer high level of stress
- Quantity over quality
- Time pressure/deadlines
- Rarely creative
- Poor decision makers
- Behavior is easier to predict

Type „B“

- Difficult to predict behavior
- Good decision makers
- Quality of work
- No compromise on health
- Wiser than hasty
- Creative / innovative solutions to same problem

Q.13 Define Leadership.

Definition: “as the ability to influence a group toward the achievement of a vision or set of goals”.

Sources of this influence may be formal based on the managerial rank in an organisation. Leadership role simply because of position he/she hold in organisation. Not all leaders are managers, all managers are leaders. Organisation needs strong leadership and strong management for optimal effectiveness.

Q 14 What are the traits of leaders?

Traits of effective leaders.

Cognitive and psychological factors like intelligence ambition and aggressiveness are the traits commonly found in leaders.

Others believe physical characteristics like height (more than average), weight large body structure and personal attractiveness are important.

Leaders traits Initiative, desire to lead, integrity, self confidence, analytical ability, and knowledge of the specific company industry and technology.

Factors are supplemented with traits such as charisma. Power to inspire / enthuse in other people creative and flexibility.

Q .15 Discuss Organizational Culture in detail.

ORGANISATIONAL CULTURE:

A set of attributes specific to an organisation that may be inducing from the way the organisation deals with its members. It is current situation in an organisation and linkage among individuals, work groups and work performance.

CHARACTERISTICS

Innovation

Degree to which employees are encouraged to be innovative and task risk.

Attention to details

Degree to which employee are expected to exhibit to precision analysis and attention to detail.

Outcome orientation:

Degree to which management focuses on results/ outcomes rather than on the techniques and processes used to achieve those outcomes

People orientation:

The Degree to which management decisions take into consideration the effect of outcomes on people within the organisation.

Team Orientation:

The degree to which work activities are organised around teams rather than individuals.

Aggressiveness:

The Degree to which peoples are aggressive and competitive rather than easygoing.

Stability:

The degrees to which organisational activities are emphasize maintaining the status quo in contrast to growth.

Based on these characteristics, organisation culture should be identified

Q.16 Explain the job satisfaction fundamental.

Job Satisfaction

Mental feeling of favourable. Which an individual has abt his job.

Determinants of job satisfaction.

Individual factors, nature of job, situational variables.

Individual factors:-

Level of Education:

Highly educated person have very big expectations from their jobs, which remain unsatisfied.

Age:

Starting stage is org high job satisfaction gradually reduced.

Other factor:

If individual not satisfied with family & social life. He may not satisfy with org also.

Nature of job:-

Occupation level:-

High level job provide more satisfaction carry prestige status.

Job content:-

Refers to intrinsic value of the job which depends on the requirement of skills for performing it & the degree of responsibility & growth it offers.

Routine repetitive job provides lesser satisfaction. Job satisfaction in job rotation, enlargement.

Effect of job satisfaction:-

Productivity, absentees, turnover, organisation citizenship behaviour, customer satisfaction, work place.

How to improve satisfaction:-

Improve level of job satisfaction.

In form go job redesigning to make the job more interesting & challenging.

Improving quality of work-life.

Linking rewards with performance.

Improving overall organisation climate.

Q.17. Explain stress management briefly

DEFINITION OF STRESS:

“Stress is an adaptive response, mediated by individual characteristics and/or psychological processes, that is consequence of any external action, situation, or event that places special physical and /or psychological demands upon a person”.

DEFINITION JOB STRESS:

“Job stress is a condition arising from the interaction of people and their jobs and characterised by changes within people that force them to deviate from their normal functioning”.

CHALLENGE STRESSORS:

It associated with work load, pressure to complete taks and time urgency.

HINDRANCE STRESSORS:

Its keep you from reaching your goals (office politics, confusion, over job responsibilities)

Stress is associated with demand and resources.

Demands are responsibilities, pressure, obligations and uncertainty.

Resources – things within an individual's control that can be used to resolve demands.

Q. 18. What do you mean by organizational change.?

ORGANISATIONAL CHANGES (Making things different).

Change refers to alternation in the total work environment. People should adopt themselves to the changing situations. i.e. the change towards the growing trend.

Factors:

Internal changes (changes in managerial personal)

External changes. (deficiency in existing organisation)

Q.19. Why do organization need change.?

CAUSES OF CHANGES OR FORCES FOR CHANGES:

- Stimulates changes in organisation.

Work Force

The educational level of work force seems to be cause for organisational changes. Human resource policy and practices must be changed as to concentrate in an effective work force. Organisation spends a lot of money in development skills of the employees.

Technology:

It is changing jobs and organisation speed /fast technology change.

Economic Shocks:

Boom, recession these two factors influence financial decision, investment decisions, dividend decision, capital structure.

Competition:

It is changing capable of new product development rapidly and getting them to market quickly.

Social trends:

We used post cards to communicate to some people but now we communicate through internet chat room and mobiles.

Baby boomers – future generation adjust organisation product and marketing strategy to be sensitive to changing social trends.

Chain Effect of Change:

Change touches a sequence of related and supporting changes. It is known as Domino Effect.

For example: organisation is not able to face competition in the market because of old techniques of production and competitors. New technique only alternative is to only change. If Organisation acquiring new technology change job content, it completely the recruitment new employee or training given to existing employee. Environment constrain – job structure change, internal relationship change.

Reactive and Proactive changes:

Reactive change is undertaken when it is pressed by some factors. Either internal or external to the organisation most of organisation believe in traditional pattern of working often go for reactive changes.

Organisation introduces certain methods or systems when they are forced for that. For example: population control devices they did when they are forced by government.

Proactive change is brought out of the likely behaviour of the forces having impact on the organisation. Organisation known as prospectors which constantly interact with their environment to identify new opportunity and threats.

Regularly basis changes in order to avoid developing inertia of inflexible.

Planned Changes

Planned changes are change activities that are intentional and goal oriented.

Q. 20. Why there is resistance to change. ?

CAUSES OF RESISTANCE TO CHANGE:

Individual resistance

Organisational resistance

INDIVIDUAL RESISTANCE

It is related to human characteristics. They are Habit. The habits developed by an individual are difficult to change.

Security. Individual resist change if it is likely to decrease their income or sources of earning.

Economic factors. People tend to resist change that threatens their safety and security.

Fear of the unknown. People fear the unknown and uncertainty associated with it and hence resist change.

Selective information processing. Individuals process information selectively to make it compatible with their perceptions.

ORGANISATIONAL RESISTANCE:

Limited focus of change.

Group inertia

Threat to expertise

Threat to established power relationship

Threat to established resource allocations.

HOW TO OVERCOME RESISTANCE TO CHANGE?

Education and communication. Employees should be educated on the logic of changes by explaining the full facts and all doubts must be cleared in order to reduce the resistance. Participation. It becomes difficult for the individuals to resist a change decision in which they take active participation.

Facilitation and support. Change agents can offer a range of supportive efforts like counselling, training, paid leave, etc.

Use of group force. Group can exert more pressure on attitude, values and behaviour. By identifying strong cohesive groups and making them involve and participate in the decision.

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