

## Chapter 1 : Introduction to Organizational Behaviour

### Pioneers of Contemporary OB

- Mary Parker Follett
- Chester Barnard

### Meaning and Definition :

OB refers to the behaviour of individuals and groups within organizations and the interaction between organizational members and their external environments

OB is a field of study that investigates the impact that individuals, groups and structure have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness

- OB is the study of human behaviour
- The study is about behaviour in organizations;
- Knowledge about human behaviour would be useful in improving organization's effectiveness

### Foundations of OB

- There are differences between individuals
- A whole person
- Behaviour of an individual is caused
- An individual dignity
- Organizations are social systems
- Mutuality of interest among organizational members
- Holistic organizational behaviour
- **Why Study OB?**
- Understanding, predicting and influencing
- OB is for everyone
- OB and the bottom line
- **Evolution of OB in India**
- Imitating the Western theories and concepts
- Disenchantment
- Integration of Western and Indian theories and concepts

- **Traditional Indian OB Concepts**
  - Loksangraha / Collective Interest
  - Parasparam Bhavayantaha / Affinity and Interdependence
  - Swadharma / Performing One's Duty
- **Contemporary OB**
  - OB is interdisciplinary in focus
  - A particular set of concepts is accepted as defining the scope of OB
  - OB assumes that there is no 'one best' answer to the problem
- **Interdisciplinary Focus**
  - Psychology – personality, perception, attitude, learning, motivation, job satisfaction, training, leadership, performance appraisal, employee selection, work design, work stress
  - Sociology – group dynamics, communication, leadership, power politics, conflict, organizational structure, organizational culture, organizational change
  - Social psychology – behavioural change, attitude change, communication, group decision-making
  - Anthropology – individual change, organizational culture, organizational environment
  - Political Science – organizational power, politics, conflict
- **Contextual Perspective of OB**
  - Human Resource Approach
  - Contingency Approach
  - Systems Approach
  - Productivity Approach
  - Interactionalism
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- **OB Model**

- **Individual Behaviour**

- Personality
- Perception
- Learning
- Attitudes
- Motivation
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- **Group Behaviour**

- Group Dynamics
- Team Dynamics
- Leadership
- Power and Politics
- Communication
- Conflict

- **Organization**

- Organizational Culture
- HR Policies and Practices
- Work Stress
- Organizational Change and Development
- **OB - Emerging challenges**

- ✓ Managing Diversity
- ✓ Changing Demographics of Workforce
- ✓ Changed Employee Expectations
- ✓ Technology Transformation
- ✓ Promoting Ethical Behaviour
- ✓ Evolving Employment Relationships
- ✓ Aligning the workplace with emerging workforce expectations
- ✓ Increasing workforce flexibility to increase organizational competitiveness
  - Contingent Work
  - Virtual Work
  - Virtual Teams

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- **Generation of Employees**

- Baby Boomers – (born between 1946 and 1964) – seem to expect and desire more job security and are more intent on improving their economic and social status
- Generation X – (born between 1965 and 1979) – expect less job security and are motivated more by workplace flexibility, opportunity to learn
- Generation Y – (born after 1979)- self-confident, optimistic, multitasking and more independent

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- **Chapter 2 : Perception**

- Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment
- “A process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data so as to form a meaningful and coherent picture of the world.”
- **Mental Model** : A **mental model** represents a person’s thought process for how something works (i.e., a person’s understanding of the surrounding world)
- **Stereotyping** : The process of assigning traits to people on the basis of their membership in a social category
- **Glass Ceiling in Organizations** : Is a metaphor intended to describe invisible barriers to women’s achievement of the highest corporate levels

- **Variants of Glass Ceiling**

1. Glass Border – this denotes the barriers that women face in their international assignments. It is also known as Expatriate Glass ceiling
2. Concrete Ceiling – this denotes density of barriers faced by ethnic and minority women groups
3. Double Pane Glass – this denotes obstacles that women face in workplace
4. Greenhouse – this denotes constraints faced in horizontal and vertical careers

- **Elements of Perception**

1. The process of receiving stimuli
2. The process of selecting stimuli
3. The process of filtering information received by our senses is called selecting stimuli

- **The process of selecting stimuli**

- ❖ External Factors Influencing Selection

- ❖ Intensity

- ❖ Size

- ❖ Contrast
- ❖ Movement
- ❖ Old or New
- ❖ Colour
- ❖ Nature
- ❖ Repetition
- ❖ Familiarity
- ❖ Novelty

- **Internal Factors Influencing Selection**

- ❖ Psychological need
- ❖ Background
- ❖ Experience
- ❖ Personality
- ❖ Self-acceptance
- ❖ Habit

- **Traits of a Situation or Climatic Conditions**

1. Time
2. Location
3. Heat
4. Light
5. Work Setting and Social Setting

6.

7. **The Process of interpreting**

- ❖ The perceptual set :- perceptual data or stimuli are interpreted by the perceiver through the perceptual act of beliefs, attitudes and opinions and contextual factors. eg. Manager's belief about the workers as being lazy

- ❖ Stereotyping – categorizing or labeling people on the basis of single attribute. Eg, “Women won't relocate for promotion” ; “Men aren't interested in child care”; “Older workers can't learn new skills”
- ❖ Halo Effect
- ❖ Selective Perception – people selectively interpret what they see on the basis of their interests, background, experience, and attitudes
- ❖ Contrast Effect – Evaluation of a person's characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics - we don't evaluate a person in isolation
- ❖ Projection – Attributing one's own characteristics to other people. People who engage in projection tend to perceive others according to what they themselves are like rather than according to what that person really is.

## 8. **Distortions in Perception**

1. Selective Perception
2. Halo Effect
3. Self-fulfilling Prophecy
4. Stereotyping
5. Distance from the Object
6. Cultural Differences
7. Projection
8. Language Problem
9. Human Tendency
10. Emotions
11. Bias or Favoritism

## 12. **Significance of Perception**

1. Helps in better understanding of human behaviour
2. Interprets the situation for each individual uniquely
3. Helps in building the personality of employees and makes them more confident
4. Helps in improving the behaviour of employees in the management by understanding their perceptions

5. Helps management to identify the situations under which the behaviour can be improved or molded
6. Minimizes conflicts as many times conflict emerges out of discrepancy between perceptions of parties involved

### **13.**

#### **14. Perceptual Errors**

1. Halo Effect
2. Primacy Effect – tendency to quickly form an opinion of people on the basis of first information we receive about them
3. Recency effect – most recent information dominates our perceptions
4. False-consensus effect – overestimate the extent to which others have beliefs and characteristics similar to our own (e.g. employee thinking of quitting job)

#### **15. Specific Applications in Organizations**

1. Employment Interview
  2. Performance Expectations
  3. Ethnic Profiling
  4. Performance Evaluation
  5. Employee Effort
  6. **Rational Decision Making** : Steps in rational decision-making model
    - Define the problem
    - Identify the decision criteria
    - Allocate weights to the criteria
    - Develop the alternatives
    - Evaluate the alternatives
    - Select the best alternative
    - **Intuition**
- \* When high level of uncertainty exists
  - \* When there is little precedence to draw on
  - \* When variables are less scientifically predictable
  - \* When facts are limited
  - \* When facts don't clearly point the way



- \* When analytical data are of little use
- \* When time is limited and there is pressure to come up with the right decision
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  - **Attitude**
- ❖ Attitudes represent the cluster of beliefs, assessed feeling, and behavioural intentions toward a person, object, or event
- ❖ Attitudes are judgements, whereas emotions are experiences
  - **Implications for managers**
- Attitudes are learned
- Attitudes refer to feelings and beliefs of an individual or groups of people
- Attitudes can fall anywhere along a continuum for very favorable to very unfavorable
- All people irrespective of their status or intelligence, hold attitudes
  - **Components of attitudes:**
- Affective component – feelings, sentiments, moods and emotions about some idea, person, event or object
- Cognitive element – beliefs, opinion, knowledge, information held by the individual
- Behavioral component – predispositions to get on a favorable or unfavorable evaluation of something
  - **Formation of attitude:**
- Direct experience with the object
- Classical conditioning
- Operant conditioning
- Vicarious learning
- Family and peer groups
- Neighbourhood

- Economic status and occupations
- Mass communications
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- **Benefits of positive attitude:**
- Increases productivity
- Fosters teamwork
- Solves problems
- Improves quality
- Breeds loyalty
- Increases productivity
- Fosters better relationships with employees, employers and customers
- Reduces stress
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- ❖ **Emotions** : Psychological and physiological episodes toward an object, person, or event that create a state of readiness.
- ❖ **Beliefs** : Beliefs are your established perceptions about the object – what you believe to be true.
- ❖ **Feelings** – Feelings represent your positive or negative evaluations of the attitude object
- ❖ **Behavioural intentions** – these represent; your motivation to engage in a particular behaviour with respect to the attitude object.
- **Types of attitudes**
- ❖ Job Satisfaction
- ❖ Job Involvement
- ❖ Organizational commitment
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- **Job Attitude : Job Satisfaction**
- **Personal Factors**

- ✓ No. of dependants
- ✓ Women more satisfied with their jobs than men
- ✓ Age
- ✓ Time in Job



❖ **Factors Inherent in the job**

- ✓ Type of work
- ✓ Skills required
- ✓ Occupational status
- ✓ Geography
- ✓ Size of plant
- ✓

- ✓ **Factors controllable by management**

- ✓ Security
- ✓ Pay
- ✓ Fringe benefits
- ✓ Opportunity for advancement
- ✓ Working conditions
- ✓ Co-workers
- ✓ Responsibility
- ✓ Supervision
- ✓ Down-ward flow of communication
- ✓

- ✓ **Values :**

- ✓ **Values** can be defined as those things that are important to or valued by someone.  
Values are the moral, ethical, and professional attributes of character

1. Personal Values: Individual's Values which evolve over time
2. Cultural Values: values that are largely shared by the members of a group or culture

- ✓ **Formation of Values** -Values are learned and acquired primarily through experiences with people and institutions. Values are also taught and reinforced in schools,

religious organizations and social group. Cultures have influence in the formation of values.

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✓ **Direction**

- ✓ Values give direction and consistency to behavior.
- ✓ Values help you know what to and not to make time for.
- ✓ Values establish a relationship between you and the world.
- ✓ Values set the direction for one's life.

✓ **The guiding principles of my life direct me in all that I do**

✓ **Values**

- Values represent stable, long-lasting beliefs about what is important
- Values are general beliefs about life, whereas attitudes are directed towards specific objects, events, or people.
- Values stand in relation to some social or cultural standards or norms, while attitudes are personal experiences

✓ **Categorizing values**

- **Theoretical** – discovery of truth and emphasizes critical and rational approach to problems (scientists, professors)
- **Economic** – values utility and practicality and emphasizes standard of living (businessmen)
- **Aesthetic** – grace, harmony and emphasize artistic aspects of life (artists)
- **Social** – concern for others (social workers)
- **Political** – power, position, emphasizes on competition and winning (politicians)
- **Religious** – search for the purpose of being on earth (priests)

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### ✓ Chapter 3 : Personality

- ✓ Gordon Allport - "Personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment"
- ✓ **Nature vs Nurture : Self-study**
- ✓ **Left Hemisphere Controls Right Side of Body**
  - ✓ Speech/Verbal
  - ✓ Logical/Mathematical
  - ✓ Sequential
  - ✓ Controlled
  - ✓ Intellectual
  - ✓ Dominant
  - ✓ Active
  - ✓ Analytic
  - ✓ Reading, Writing, Naming
  - ✓ Perception of significant order
  - ✓ Complex motor sequences
- ✓ **Right Hemisphere Controls Left Side of Body**
  - ✓ Spatial/musical
  - ✓ Holistic
  - ✓ Artistic/symbolic
  - ✓ Simultaneous
  - ✓ Emotional
  - ✓ Intuitive, creative
  - ✓ Spiritual
  - ✓ Synthetic
  - ✓ Facial recognition

- ✓ Simultaneous comprehension
- ✓ Recognition of complex figures
- ✓
- ✓
- ✓ **Sixteen Personality Traits**
  - ✓ Reserved vs Outgoing
  - ✓ Less intelligent vs more intelligent
  - ✓ Affected by feeling vs emotionally stable
  - ✓ Submissive vs dominant
  - ✓ Serious vs happy-go-lucky
  - ✓ Expedient vs conscientious
  - ✓ Timid vs venturesome
  - ✓ Tough-minded vs sensitive
  - ✓ Trusting vs suspicious
  - ✓ Practical vs imaginative
  - ✓ Forthright vs shrewd
  - ✓ Self-assured vs apprehensive
  - ✓ Conservative vs experimenting
  - ✓ Group-dependent vs self-sufficient
  - ✓ Uncontrolled vs controlled
  - ✓ Relaxed vs tense
  - ✓
- ✓ **Eastern Concept of Personality**
  - Tamsik – violent and dark, such personality sends negative vibes or energy
  - Rajasik – vibrant and colourful, positive vibes
  - Satvik – illuminated and purity, silent and have synergy
  - ✓
- ✓ **Personality facets influencing behaviour at work**

- ❖ Locus of control – indicates the degree to which people believe they are masters of their own fate
  - ✓ Internal locus of control – they are the masters of their own fate
  - ✓ Externals – what happens to them is controlled by outside forces beyond their control such as luck or chance
- ❖ Need patterns and achievement orientation
- ❖ Introversion Extroversion
- ❖ Authoritarian and dogmatism
- ❖ Machiavellianism – tendency of manipulating others as a primary way of achieving one's goals (pragmatic, maintains distance, believes ends can justify means)
- ❖ Self-esteem
- ❖ Risk-taking
- ❖ Self-monitoring – an individual's ability to adjust his or her behaviour to external, situational factors
- ❖ Work-ethic orientation
  - ✓ **Personality facets influencing behaviour at work**
- ❖ **Type A** – time urgency, impatience, high achievement orientation, feel impatient with the rate at which most events take place,
- ❖ **Type B** – easy going, passive personality patterns, relaxed, feel no need to display/discuss their achievements unless such exposure is demanded by the situation
  - ✓ **Proactive personality**
- ❖ identify opportunities
- ❖ show initiative
- ❖ take action
- ❖ leaders
- ❖ change agents
- ❖

- ❖ **Big Five Personality Dimensions**

- ❖ **Conscientiousness** – careful, dependable, self-disciplined

- ❖ **Agreeableness** – courteous, good-natured, empathic, caring

- ❖ **Emotional Stability** – anxious, hostile, depressed

- ❖ **Extroversion** - sensitive, flexible, creative, curious

- ❖ **Openness** – outgoing, talkative, sociable, assertive

- ❖ **Extroversion**

- ❖ *Leadership and extroversion traits.*

- ✓ Interested in getting ahead

- ✓ Leading through influencing

- ✓ Individuals are outgoing

- ✓ Likes to meet new people

- ✓ Willing to confront others

- ✓

- ✓ **Agreeableness**

- ✓ *Traits related to getting along with others.*

- ✓ Characteristics include warm, easygoing, compassionate, friendly, and sociable.

- ✓ Individuals typically are sociable and have lots of friends.

- ✓

- ✓ **Adjustable (Negative Emotionality)**

- ❖ *Traits related to emotional stability.*

- ✓ The fine line between stable and unstable.

- ✓ Stable is being calm, good under pressure, relaxed, and secure

- ✓ Unstable is nervous, poor under pressure, insecure

- ✓ **Conscientiousness**

- ✓ *Includes traits related to achievement.*

- ✓ *Traits include high credibility, conformity, and organization.*

- ✓ *Individuals typically work hard and put in extra time and effort to meet goals.*

- ✓ **Openness to Experience**



✓ *Trait related to being willing to change and try new things. Individuals typically are willing to take calculated risks.*

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✓ **Conclusions of the Big 5**

- Many organizations use the “Big Five Model of Personality.”
- It has universal application
- Leaders need to know their personality type
- Best predictor of job performance is conscientiousness dimension

✓ **Derailed Leadership Traits**

- Bullying Style
- Viewed as being cold / arrogant
- Betrayed personal trust
- Self centered
- Unable to delegate
- Low performing organization
- **The Myers-Briggs Type Indicator (MBTI)**
  - ❖ Extroverted (E) vs Introverted (I)
  - ❖ Sensing (S) vs Intuitive (N)
  - ❖ Thinking (T) vs Feeling (F)
  - ❖ Judging (J) vs Perceiving (P)
  - ❖ **Explanation of each type:**
    - ❖ Extroverted – outgoing, sociable, assertive
    - ❖ Introverts – quiet, shy
    - ❖ Sensing – practical, prefer routine and order, focus on details

- ❖ Intuitive – unconscious process
- ❖ Thinking – use reason and logic to handle problems
- ❖ Feeling – personal values and emotions
- ❖ Judging – want control, prefer their world to be ordered and structured
- ❖ Perceiving – flexible and spontaneous

- ❖ **Examples**

- ❖ **INTJ** – visionaries

- ❖ **ESTJ** – organizers

- ❖ **ENTP** - conceptualizer

- ❖ **Holland’s Six types of personality**

- ✦ Realistic
- ✦ Investigative
- ✦ Artistic
- ✦ Social
- ✦ Enterprising
- ✦ Conventional

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