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UNIT – 3

ORGANISATIONAL BEHAVIOR

Organisational Behavior – Definition, Nature and Scope, Contributing Disciplines, Importance of OB to Managers. Personality – Definition – Theories – Factors Influencing Personality. Motivation – Definition – Theories – Theory X and Theory Y. Transaction Analysis – Morale and Job Satisfaction – Factors influencing job satisfaction.

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ORGANISATIONAL BEHAVIOR

Meaning and Definition of Organizational Behaviour

Human behaviour in organization is determined partly by requirements of the formal organization and partly by the personal systems of the individuals forming the organization .The behaviour that emerges from this interaction defines the fields of OB.

The study of OB has **certain basic assumption** .They are

- An industrial enterprise is an organization of people.
- These people must be motivated to work effectively.
- The goals of the employee and the employer may not necessarily coincide.
- The policies and the procedures adopted in an enterprise may influence people in the direction not always foreseen by the policy makers.

Definition

1. **According to Keith Devis:** "Organization behaviour is the study and application of knowledge about how people act within organization. It is a human tool for the human benefit. It applies broadly to the behaviour of people in all types of organizations such as

business, government schools etc. It helps people, structure, technology and the external government blend together into an effective operative system".

2. **Fred Luthans** "understanding, predicting and controlling human behaviour at work". Stephen Robins defines OB as a " field of study that investigates the impact that individuals , group and structure have on behaviour in organization for the purpose of apply in such knowledge towards improving an organization's effectiveness".

3. OB is directly concerned with understanding prediction and control of human behaviour associated in the minds of individuals and as a result attitude become multiple complex".

4. "OB is the study of organizational components and their impact on human behaviour and organizational performances such study can benefit from various behavioural and social sciences."

5. "OB means the study of the behaviour of individuals and group in organizations, and organizations themselves, as they act interact to attain desired outcomes".

NATURE AND SCOPE

Nature

A study of OB is beneficial in several ways

First, it helps an individual to understand himself and other better. This will improve interpersonal relations considerably. Friendly and cordial relations between employees and management and also among the employees create a congenial work environment in organization.

Secondly, a manager in a business establishment is concerned with getting things done through others. He will be successful in his job when he can motivate his sub ordinates to work for better results. OB will help the manager to understand the basis of motivation and what he should do to motivate his subordinates.

Thirdly, one of the basic characteristics of OB is that it is human in nature OB tackles human problems humanly. It helps understand the causes of the problem predict its future course of action and controls it evil consequences. Thus treating employees as human beings enables the manager to maintain cordial industrial relations, which in turn creates peace and harmony in the organizations.

Fourthly, the subject of OB is useful in the field of marketing. Consumer choice behavior is often a critical condition, the nature of influence and the channels involved represent leading topics for behavior research in this area.**Fifthly, the** most popular reason for studying OB is that the reader is interested in pursuing a career in management and wants to learn how to predict behaviour and apply it in some meaningful way to make organization more effective.

Finally, the new economic policy pursued by the central government has rejuvenated our economy. In order to sustain the momentum the economy has picked up effective management of all management of human resources. This is where OB comes into picture.

SCOPE

OB provides a way for understanding human behaviour in the organization for shaping human behaviour in define direction for achieving certain predetermined objectives, managers must know how the people in the organization behave. OB provides for understanding human behaviour in all directions in which human beings interact. Thus OB can be understood at the individual level. Inter personals level, group level.

1. **Individual level:** The behaviour of human beings as a social man is the first issue in behaviour science. It provides for analyzing why and how individual behaves in a particular way .OB intergrades psychological, social, culture and other factor to provide simplicity in understanding human behaviour.

2. **Interpersonal Level:** Interpersonal interaction is normally in paired relationship which represents man's most natural attempt at socialization. OB provides means for understanding these interpersonal relationship in the organization analysis of reciprocal relationship, role analysis and transactional analysis are some of the common methods which provide such understanding.

3. **Group Level:** Though people interpret anything at their individual level, they are often modified by group pressures, which thus become a force in shaping human behaviour. Thus individuals should be studied in group also. Research in group dynamics has contributed vitally to OB and shows how a group behaves in its norms, cohesion, goals, procedures, communication pattern, leadership and membership.

4. **Intergroup Level:** The organization is made up of many group that develop a complex of relationships to build its process and substance. Inter group level relationship may be in the

form of co-operation or competition. The co-operative relationship helps the organization in achieving its objectives. OB provides means to understand and achieve co-operative group relationship through interaction rotation of members among groups, avoidance of Win-lose situation and focus on total group objectives.

Disciplines Contributing to Organizational Behaviour

Organizational Behaviour is an applied behavioural science. It has drawn heavily from a number of applied behavioural disciplines such as psychology, sociology and anthropology.

1. **Psychology:** Psychology is understood as the science of behaviour it generally includes animal as well as human behaviour.

   Psychology is concerned with individual behaviour. It has greatly contributed to the intra-individual dynamics of human behaviour, in other words intra-personal aspects of OB like motivation, personality, perception, attitude, opinion, learning belief, feelings, ideas, emotions, training, needs, wants decision making, job satisfaction, and stree owe their study of psychology.
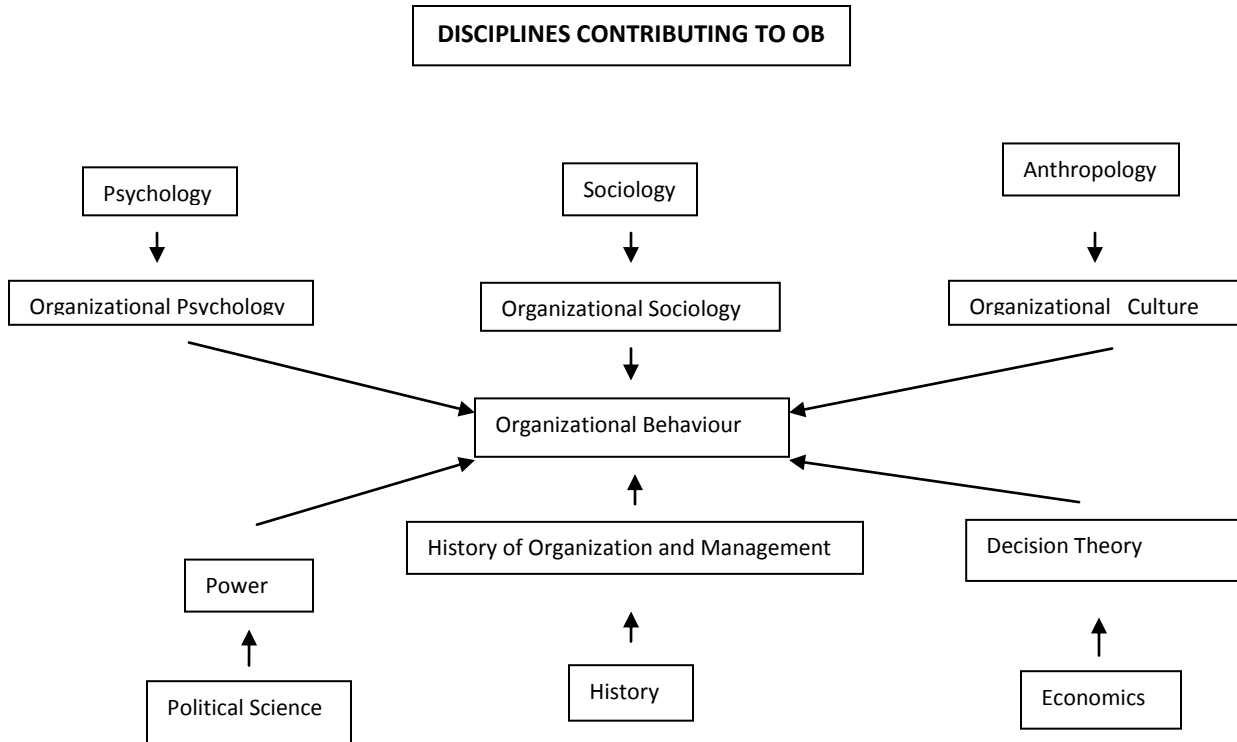
2. **Sociology:** If psychology is the study of individual behaviour, sociology addresses itself to the study of group behaviour. It is the study of people in relation to fellow human beings. It focuses to understand group dynamics, formation of groups, communication, formal and informal organization and the like.

3. **Social psychology:** Social psychology borrows concepts from both psychology and sociology. It focuses on the influence of people on one another. It also focuses the understanding, changing attitudes and group decision-making process.
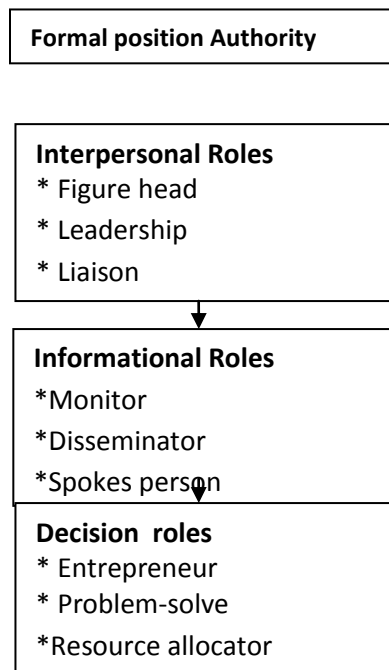
   One of the areas receiving considerable attention from "social psychology" is change. How to reduce its resistance and implement it successfully?

4. **Anthropology:** Anthropology is understood as the study of man and his work. In particular, anthropologists study culture. Culture has significant influence on human behaviour. It helps to analyze the differences in fundamental values, attitudes, and behaviour between people in different regions and organizations.

5. **Political science:** Political scientists study the behaviours of individuals and groups within a political environment. Specific topics of concern to political scientists include conflict, resolution, and group coalition, allocation of power and how people manipulate power for individual self-interest.

DISCIPLINES CONTRIBUTING TO OB

Psychology	Sociology	Anthropology
↓	↓	↓
Organizational Psychology	Organizational Sociology	Organizational Culture

Organizational Behaviour

Power	History of Organization and Management	Decision Theory
↑	↑	↑
Political Science	History	Economics

Significance of the subject to the organization and to the managers:

Formal position Authority

Interpersonal Roles
* Figure head
* Leadership
* Liaison

↓

Informational Roles
*Monitor
*Disseminator
*Spokes person

Decision roles
* Entrepreneur
* Problem-solve
*Resource allocator

I.   Inter personal Role:

In every organization manager spend a considerable amount of time interacting with other people both within their own organization as well as outside. All these interactions require an understanding of interpersonal behaviour.

1. **Figurehead role:** Managers act as symbolic figurehead performing social or legal obligations. These duties include greeting visitor, signing legal documents; taking important customers to lunch etc are duties of a ceremonial but are important to the smooth functioning of the organization.

2. **Leadership role:** Manager is responsible for the activities of his subordinates. He must lead and co-ordinates their activities in meeting task related goals and he must motivate them to perform better. He must be an exemplary leader so that his subordinates follow his directions and guidelines with respect and dedication.

3. **Liaison role:** The manager must maintain a network of outside contacts. In this role, the managers build up their own external information system. This can be achieved by attending meetings and professional conferences etc.

II Informational Roles: A manager, by virtue of has interpersonal contacts, emerges as a source of information about a variety of issues.

1. **Monitor role:** The managers are constantly monitoring and scanning their environment both studying information regarding their organization and the outside environment affecting their organization. This can be done by reading reports and periodicals etc.

2. **Information disseminator roles :**The manager must transmit the information regarding changes in polices or other matter to their subordinates. This can be done through; Mancos phone calls, individual meetings or group meetings.

3. **Spokesman role:** A manager has to be a spokes man for his unit and represent his unit in either sending relevant information to people outside his unit or making some demands on behalf of his unit.

III. Decision Role: A manager must make decisions and solve organizational problem on the bases of the information received.

1. **Entrepreneur Role:** Managers are constantly involved in improving their units and facing the dynamic technological challenger. They are constantly on the look out of ideas. They initials feasibility studies, arrange for capital for new products etc and ask for

suggestions from the employees for way to improve. This can be done through suggestion boxes, etc.

2. **Conflict handing role:** The managers are constantly involved as arbitrators in solving differences among the subordinates of the employee's conflict with management. These problems may involve labour disputes, customer complaints, employee grievances, etc.

3. **Resource Allocator:** The managers establish priorities among various projects and make budgetary based upon their priorities.

4. **Negotiator Role:** In this role the manager represents their units or organization in negotiating deals and agreements within and outside the organization e.g. Negotiation with unions, price negotiation with vendor.

Applying OB knowledge to Management Practices

The basic objective of studying OB is to acquire knowledge about how people behave in the organisation and how this behaviour can be directed towards the achievement of organisational goals/objectives. There exist a gap between theory and practice. Some of the major reasons for failure of the theories are as follows.

1) Lack of proper understanding of theory

2) Lack of complete understanding can cause the individual to apply something other than the theory in question or to apply the theory in an inappropriate situation.

   Eg: Instead of job enrichment – job overload or enriching the job currently under paid.

3) No consideration given for systems effects.

4) Lack of specific applicability of the theory.

5) Lack of universal applicability.

6) Wrong theory - this may happen due to

   i. The environmental conditions under which the theory was created have changed.

   ii. Incorrect conclusions have been drawn from right data.

   iii. Correct conclusions have been drawn from poor data.

Researchers have overlooked other significant influences that affect the results.

PERSONALITY:

Personality is a word which is often used. This may refer to 'Physical' and 'Psychological' characteristics of a person.

However it can be defined as "The sum total of ways in which an individual reacts and interacts with people and situations"

 "Personality is an individual's reactions to situation and people as per his/her reaction'.

PERSONALITY DETERMINANTS

There are three determinants of personality basically. They are:

a) Heredity

b) Environment

c) Situation.

I. Heredity:

It refers to the factors (Biological factors) that are determined at the stage of creation of an individual (i.e. at birth) or even before birth. This transfer of qualities from parents to their children is termed as "heredity". They are again divided into three basic factors, there are as follows.

a) Biological factors

b) Physiological factors

c) Psychological factors

a) **Biological factors**:   depend on genes like gender, blood typing, colour of eyes, intelligence, health related diseases, such as color blindness, baldness, diabetes etc.

b) **Physiological factors**: like, muscles, skin texture, sensitivity of skin etc.

c) **Psychological factors**: like anger, emotions, temperament, etc.

II. Environment:

The surroundings in which an individual is born and brought up influences the personality.

Example: culture, religion, language, family background, social customs etc.

III. Situation:

The different demands on an individual's different based on the situation. This changes the personality.

Example: students who are playful in class become serious during Principal's visit or exams.

PERSONALITY THEORIES

I. Trait Theories

 I. Big 5 Model

II. Psycho – Analytical Theories

 I. Id Ego

 II. Super Ego

III. Socio – Psycho Analytical Theory

 I. Self Theory

I. Trait Theories

➢ Trait is defined as enduring (long lasting) characteristics of a person by which he or she differs from another.

➢ A trait is abstracted from his/her behavior.

➢ Serves as an useful 'Unit of analysis' to understand personality.

➢ Shy, aggressive, submissive, loyal, ambition, timid is some of the common traits of human. This theory is based upon the following three assumptions. They are

 o Traits are common to all individuals but they vary in the amounts or levels between individuals.

 o Traits are relatively stable and they cause similar effects on behavior irrespective of the situation.

 o Individual traits can be understood by measuring their behavior.

Two Ways of Assessing Personality Traits

 1. Personality Inventory

  Person describes himself by answering questions about his attitudes feelings and behaviours.

 2. Rating Scale

  Device for recording judgement someone else evaluate the person's traits either from what they know or from direct observations.

Studies on Trait Theories

Allport and Cattell are the two major psychologists who have studied, analysed and identified traits of human behavior. Allport identified it 1953 traits among human beings, Cattell identified 171 traits which were later reduced to 16. Allport gives two types of traits.

a. Common traits

b. Personal dispositions

a. Common Traits

These are characteristics which are used to compare individuals. They are identified and classified into 6 groups. They are religious, social, economic, political, aesthethicand theoretical for comparative purpose.
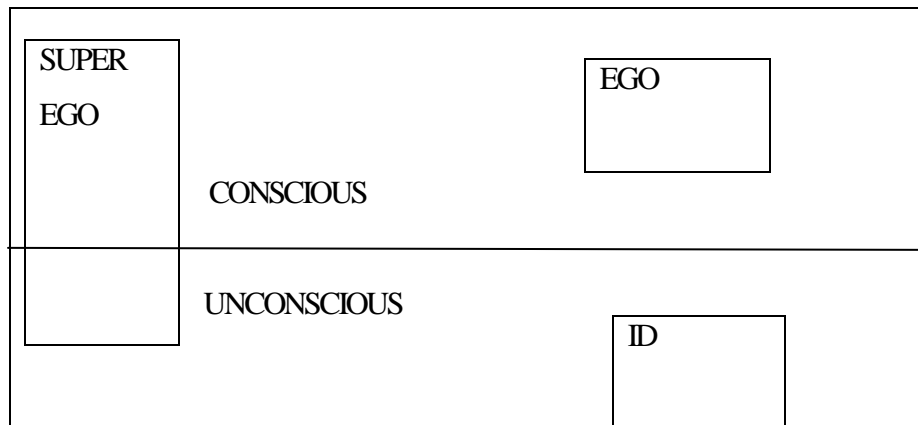
b. Personal Dispositions

These are unique behaviurs of individuals. They are cardinal (most pervasive) central (unique and limited)

Secondary (peripheral).Cattellstudied 16 trait and they ranged from psychological, communication control, stress to trust and emotions.

II. Psycho-Analytic Theory

➢ By Segmund Freud.

➢ Based on the in-depth study of individual behavior.

➢ Human behavior is influenced more by insane factors or forces.

➢ According to fraud the human minds is composed of 3 elements.

➢ The Preconscious - Super Ego

➢ The Conscious - Ego

➢ The unconscious - ID

➢ The items in the mind that can be recognized only through Freud's association method are preconscious.

➢ The conscious elements are concerned with thoughts, feeling beliefs and desires.

➢ The final component 'unconscious' is basically concerned with ideas and wishes.

➢ According to Freud the "conscious" is guided by a "reaspmed – reality" principle and "unconscious" is guided by the famous hedonistic principle of pleasure.

Three Structures of Human Mind

```
+------------------------------------------------------------------+
|  +-------------+                                                 |
|  | SUPER       |                      +---------------+          |
|  | EGO         |                      | EGO           |          |
|  |             |                      |               |          |
|  |             |     CONSCIOUS        +---------------+          |
|  |             |                                                 |
|  +-------------+-------------------------------------------------|
|  |             |     UNCONSCIOUS                                 |
|  |             |                    +---------------+            |
|  +-------------+                    | ID            |            |
|                                     |               |            |
|                                     +---------------+            |
+------------------------------------------------------------------+
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Evaluation of Psycho – Analytic Theory

➢ Psycho – analytic theory has an enormous impact on psychological and philosophical conception of people.

➢ The ideas of the unconscious, anxiety, and the childhood causes of adult psychological difficulties have permitted people's view of human behavior, including understanding the causes of their own behavior.

➢ Freud's emphasis on the unconscious revealed that mental processes about which people are unaware have all important impact on thinking and actions.

➢ For Freud, the basic sources of abnormal behavior are unresolved past conflicts and anxiety.

➢ How to rid oneself of the anxiety, the answer, according to Freud is "Free Association" and dream interpretation as a techniques to probe the unconscious.

➢ Finally Freud's emphasis on sexual factors led to an awareness of their role in adjustment problems and paved the way for the scientific study of sexuality.

➢ Freud contributed to the study of OB in 4 areas.

  o Creative Behaviour: For example certain stages of the creative processes are unconscious in nature.

  o Dissatisfaction: Behaviours of employees such as day dreaming, forgetting apathy rationalization and even some sickness are often analysed in psycho-analytic terms.

- Group Development: Description of the stages which groups must go through to become "Nature" is heavily psycho-analytic in nature.
- Leadership and Influence: The study of emergence of leadership, the nature of leaders relationship to his followers and styles of leadership shows Freud's great interest in authority and power.

Criticism Against Psycho – Analytic Theory

- ➢ The approach is not based on verifiable facts.
- ➢ ID Ego and Super Ego are primarily a "Black Box" explanation of human beings.
- ➢ Maslow considered it as a one sided psychology lacking in comprehensiveness since it was grounded on the abnormal or sick part of human behavior.
- ➢ DvaneSchurt describes Freud's human being as "battle field."
- ➢ This theory is criticized because it is largely untestable, difficult to define and is ambiguous.

III. Socio – Psycho Analytical Theory

This theory identifies the interdependence of the individual and the society. They rely on each other to achieve their respective goals. From this interaction, the personality of the individuals can be found. This theory is based on two aspects.

- Social Variables - Determine and shape individual behavior and personality. Biological characteristics are not responsible.
- Individuals   - Know what they want and their behavior is directed to meet these needs.

Following Observations were made :

- ➢ Fromm: This Psychologist has found out the importance of social context on an individual's personality.
- ➢ Sullivan and Horney: Studies interpersonal behavior with special reference to personality.
- ➢ Adler: Studied the variables affecting individual behavior and personality of the individual.

- From the above studies 3 important interpersonal behavior were observed. They were
  - Complaint: These people are dependent on other people and the society. They hate loneliness and try to move towards each other and towards groups.
  - Aggressive: They are in need of power, they more against each other i.e., in the opposite direction.
  - Detached: These people are self sufficient and thus more away from others. By this we understand how individuals adopt to changes in the society. However this theory does not give the total picture of personality.

SELF THEORY

Carly Rogens presented this theory which describes individuals. Subjective experience, his feelings, concepts of the world and self. The following are the 4 images that an individual.

1. **Self Image:** This is the image of the individual itself. This is how one sees himself. Example: " I am a good student". "I am not brilliant like Mr. XYZ".
2. **Ideal Self:** The previous image (self – image) is reality, this image is imaginary. This is what one calls look like someone else. This image motivates (make) an individual to behave in a particular manner. Example: 'I would like to be called brilliant, extra – ordinary, genius etc".
3. **Looking Glass Self:** (Mirror Image) This image is the image that individuals think as what the others are seeing. It is only an individual's belief of others, but not reality. Example: "People think I am brilliant because I got first rank".
4. **Real Self:** This is what a person actually is. The first 3 images may be the same or different from the real self. The situations around an individual influences these images and behaviours of individuals.

Influences of Personality on Organisational Behaviour

1. **Locus of Control:** Strong personality believe's that they can control what is happening around them. So they think they have internal locus of control. Weak personalities cannot control what is happening so they believe in external locus of control. Example : People who look hard (internal locus) people who depend on fate (external locus).

2. **Self Concept:** This means how an individual defines himself and how he gets a sense of identity. People with good or excellent personality have great self - concept.

3. **Self Esteem:** This denotes the extent to which individuals continuously regard themselves as capable, successful important and worthy individuals. It helps people in improving their self confidence.

4. **Self Monitoring:** It is the individual's ability to adjust his or her behavior to the external situations. Thus people with high self monitoring adapt fast to the changing situations and make great personalities. They make excellent managers and play multiple roles to get things done..

5. **Risk Taking:** The chances of an individual assuming (taking) or avoiding risks affects a manager's behaviour in making decisions. Individuals differ in their risk taking capacity. This trait provides an idea on how a person is or what his personality is .Example: A stock broker should take high yet calculated risks, a person with low risk taking character is unsuitable for this job.
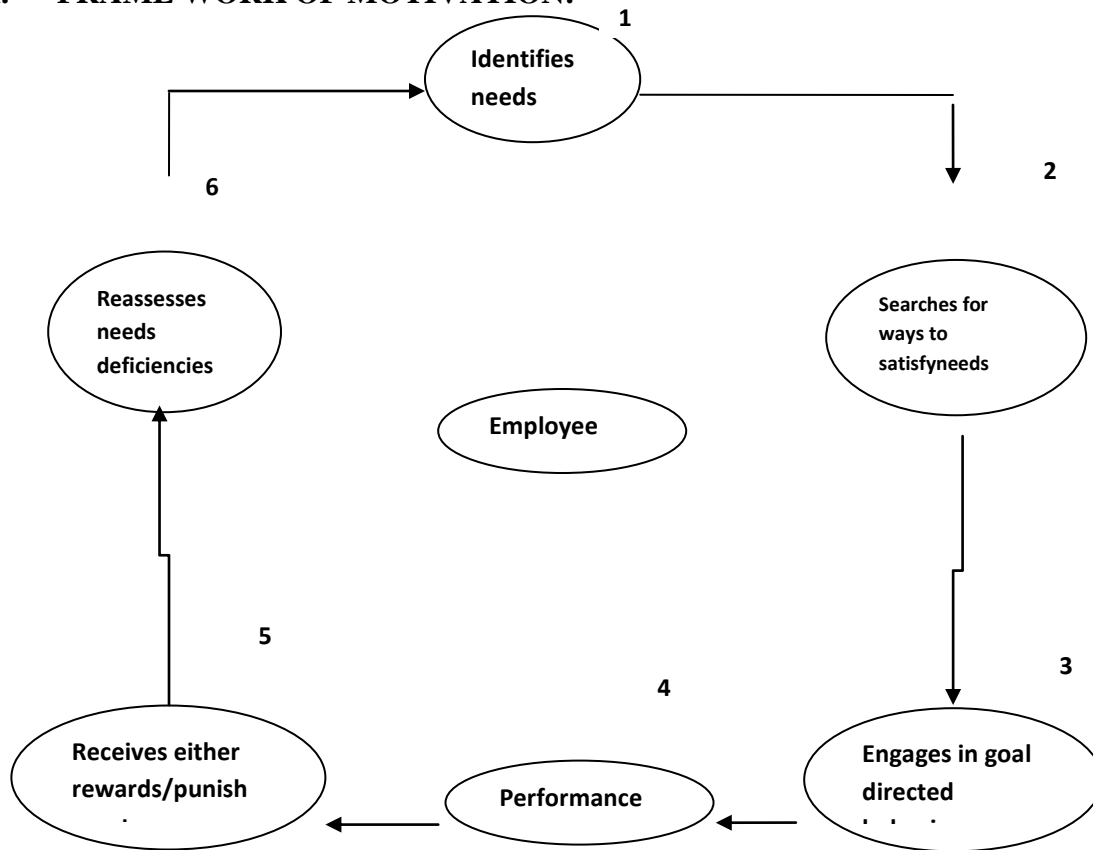
MOTIVATION

DEFINITION:

"Individual behavior directed towards achieving a desired goal or objectives. It is engaging in relieving an active tension for fulfilling a desire".

A basic principle is that the performance of an individual depends on his or her ability backed by motivation.

Performance $=F($ability $*$ Motivation$)$.

Ability refers to skill and competence of the person to complete a given task. Motivation may be understood as the set of forces that cause people to behave in certain ways.

I. FRAME WORK OF MOTIVATION:

1

Identifies needs

6

2

Reassesses needs deficiencies

Searches for ways to satisfyneeds

Employee

5

3

4

Receives either rewards/punish

Performance

Engages in goal directed

As defined, Motivation requires a need or in other words motive. Thus motive can be classified into:

1) PRIMARY MOTIVES:-

These motives are essential for an individual survival without these motives his existence would be meaningless. Eg: drinking water, food, sleep etc.

2) SECONDARY MOTIVES:-

These are also important for the satisfactory existence of an individual. They may not be as necessary as primary motives. They are required for a happy or comfortable life.
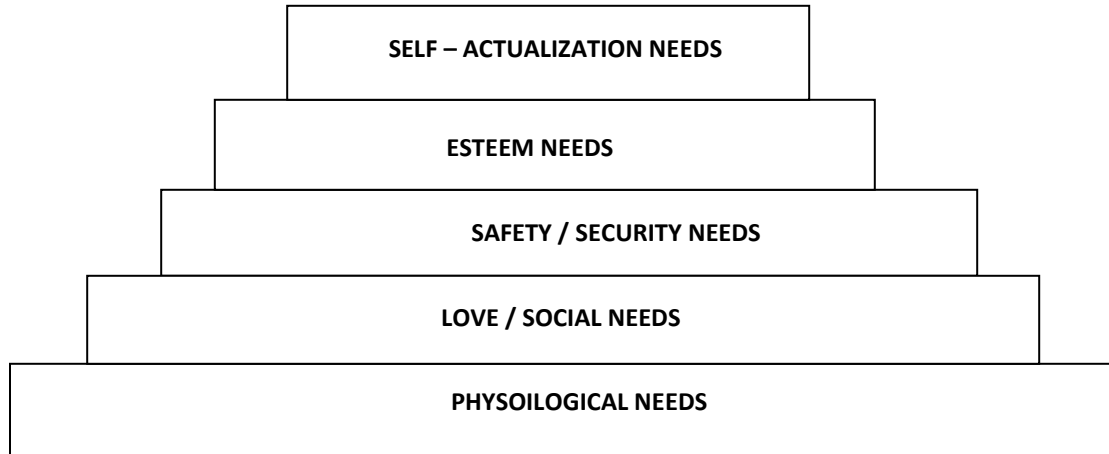
Eg: shelter, clothing, security, attention etc.

3) GENERAL MOTIVES:-

These tries to fulfill the achievement needs or self conscious need of individuals. Eg: power, authority, status etc.

II. THEORIES OF MOTIVATION:-

These theories were the founding theories in organization behavior. Some of these theories formed a basis for further research on other theories. They are still being followed for assessing individual and group motivation factor among organization.

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┌─────────────────────────────────────────┐
│        SELF – ACTUALIZATION NEEDS        │
│      ┌──────────────────────────────┐    │
│      │         ESTEEM NEEDS          │   │
│   ┌──┴──────────────────────────────┴─┐  │
│   │      SAFETY / SECURITY NEEDS       │  │
│ ┌─┴────────────────────────────────────┴─┐│
│ │          LOVE / SOCIAL NEEDS            ││
│┌┴──────────────────────────────────────────┴┐
││            PHYSOILOGICAL NEEDS              │
│└─────────────────────────────────────────────┘
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MASLOW'S HIERARCHY OF NEEDS:

Abraham Maslow theorized the hierarchy of needs. He concluded that the individual behavior is influenced by strongest needs. He gave a clear picture that when the lower needs are satisfied an individual tries to satisfy the higher needs. However if the lower needs are not met, efforts to satisfy the higher needs will be postponed.

a) PHYSIOLOGICAL NEEDS:-

- ➤ Lowest level of needs.
- ➤ The most strong or highly desired needs for efficient functioning of an individual. This level of needs have to be totally satisfied.
- ➤ Eg: Food, Drinking Water, Proper Sleep etc.

b) SAFETY NEEDS:-

- ➤ Also called as security needs.
- ➤ Individual inherent attitude to be safe and secure.
- ➤ It is also a considerable influence on individual's behavior.
- ➤ It is also one of the lower level of needs.
- ➤ Eg: Clothing, Shelter, Protection etc.

c) LOVE NEEDS OR SOCIAL NEEDS:-

- ➤ Individual belong to a society and cannot survive alone.

> ➤ It's influence is strong compared to other two lower level needs.
>
> ➤ Eg: Belongingness, Affection, Relationship, Friendship etc..

d) ESTEEM NEEDS:-

> ➤ Also called as self esteem needs.
>
> ➤ This is a higher level needs.
>
> ➤ It is the individual desire to seek something.
>
> ➤ At this level, all the lower level needs of an individual have been met.
>
> ➤ Eg: Self respect, authority, (internal esteem), status, recognition (external esteem factor).

e) SELF ACTUALIZATION NEEDS:-

> ➤ The need to become what one is capable of achieving to the maximum potential of an individual.
>
> ➤ Also called "self fulfillment".
>
> ➤ This is the highest order of needs
>
> ➤ Eg: CEO, Owing a firm etc.

The need satisfaction hierarchy operates from bottom to top. When the lower level needs are satisfied the need for higher order arises.

ADVANTAGES:-

> ❖ The individual need hierarchy has been quite clearly classified.
>
> ❖ The differentiation between lower level and higher level needs makes it clear for organizations to provide necessary benefits to satisfy these needs and motivate employees.
>
> ❖ It was identified very clearly that motivation is of temporary nature.

LIMITATIONS:-

> ❖ The needs do not follow the same hierarchy sometimes, all the needs arrive at the same time.

Eg: Security may be important than shelter.

> ❖ This theory does not emphasize the individual difference in motivation factors. Some people give greater preference to lower needs, while few others will give greater preference to higher level needs

HERZBERG'S TWO FACTOR THEORY:- (This theory is based on 2 factors)

HYGIENE FACTORS:-

These when provided bring in peace of mind to the worker, and does not in any way motivate them. But when they are not provided, it leads to dissatisfaction.

     a. **MOTIVATORS:-**

When these are provided, they are motivated to perform better. However, when they are not provided, it does not affect them or they are not dissatisfied.

HYGIENE FACTORS	MOTIVATORS
Company policy and administration.	Work itself
Supervision	Recognition
Salary	Responsibility
Relationship with colleagues and Subordinates	Advancement
	Development and growth
Working conditions	
Personal life	
Job security	

ADVANTAGES:-

➢ This theory is applicable to modern organization.

➢ It is practical and easy to understand.

DISADVANTAGE:-

➢ This theory is most well applied in the context of job satisfaction than motivation.

➢ Salary and Supervisory are important for every individual. So it should be internal not external.

➢ When things go right people take internal credit, when it goes wrong they blame external factors.

DIFFERENCES BETWEEN MASLOW'S THEORY AND HERZBERG'S THEORY:-

MASLOWS THEORY	HERZBERG'S THEORY
1. He has divided the theory or structure in to five different layers.	1. He has divided the entire structure into two factors.
2. Emphasis is on needs.	2. Emphasis is on satisfaction.
3. Hierarchy of needs is followed.	3. All the needs arrive at the same time.
4. Pay is a motivator.	4. Pay is the hygiene factor.
5. It is a descriptive theory(based on What had happened)	5. It is a prescriptive theory(gives suggestions on implementation)
6. It is relevant to all the levels in an Organization.	6. It is applicable to managerial levels only.

THEORY X AND THEORY Y--- BY Mc GREGOR:-

$\Rightarrow$ Based on a set of assumptions about human beings and their behavior.

$\Rightarrow$ There are basically 2 types of behavior, negative behavior or X behavior and positive behavior or Y behavior.

$\Rightarrow$ Similarly, every management has positive(y) and negative(x) opinions or assumptions about their employees.

$\Rightarrow$

THEORY X	THEORY Y
1. Subordinates dislike work.	1. Employees accept work with natural linkage.
2. Employees avoid responsibility.	2. Employees will see the responsibility which they can take up and accept them.
3. Employees cannot do any work by themselves, they have to be guided.	
4. Employees have to be forced and controlled to make them work.	3. Employees have very good skills and can do the work with minimum guidance.
5. Management follows centralized system of work.	
6. Employees are selfish and self centered and are indifferent to the organization.	4. They have a natural tendency to work and Also have good self control.

7. Employees are selfish and self centered and are indifferent to the organization.	5. Management tends to keep the system Decentralized.
8. Management is suspicious about Employees.	6. Employees are selfless, they are concerned about organizational goals.
9. The supervisor has directing or controlling style of leadership	7. Management trust their employees.
10. They are task or job oriented only.	8. The supervisor has supportive style of leadership.
11. Employees feel a lack of ambition in Life	9. They are task and people oriented.
	10. Employees are ambitious in fulfilling their dreams and goals.

TRANSACTION ANALYSIS

⇒ Transactional Analysis is a comprehensive conceptual framework to gain an understanding of personality styles and human behavior.

⇒ Transactional analysis is a study of social transaction between people.

⇒ A transaction is the act of communication or interaction between two people. A transaction starts with a stimulus and ends with a response to the stimulus.

⇒ The study was initially conducted by "Berne". He found that there are 3 ego states means a psychological position taken by an individual.

⇒ Three ego states are:

I. **PARENT EGO:-**

(A) NURTURING PARENT

- Show love and affection
- They guide
- Instinct
- They Praise
- They show kindness
- They protect
- They tell about the do's

And don't,s

(B) CRITICAL PARENT

Punish

Command

Criticise

Condemn

Makes rules and regulation

Dominate

Control

II.   ADULT EGO:-

- They act independently   Store data
- Responsible   Forecast
- Decisions   Explore
- Evaluate   Plan
- They Test   Upgrade
- Unemotional   Upgrade

III.   CHILD EGO:-

| Natural	Rebellious	Adaptive
Love and affection	Stubborn	Obey
Playful emotional	cry	Respect
Creative	Acts by its own whims	Dependent
Rewards	and fancies	fear
	Quarrel	Learn

TRANSANCTIONAL ARE CLASSIFIED INTO 3 TYPES:

1. Complentary Transanction

2. Non-Complementary Transanction

3. Ulterian

1. COMPLENTARY TRANSANCTION:-

Transactions where in the stimuli and the response are parallel to each other. In other words, response occurs as expected.

Combinations Possible: Parent — (P)   Adult — (A)   Child — (C)

1. P-P	4. A-P	7. C-P
2. P-A	5. A-A	8. C-A
3. P-C	6. A-C	9. C-C
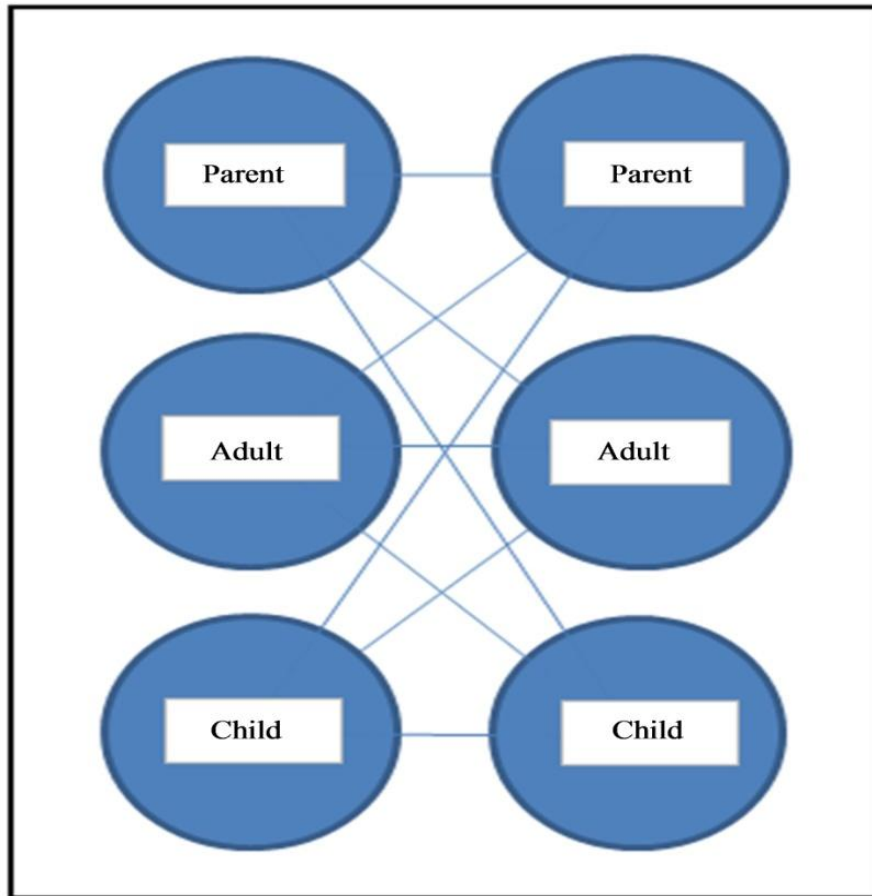
1. P-P:

> ➢ Mgr. praises and criticize the employee and tell the rules to be followed. Gives rewards. Also punihes.

> ➢ Both Mgr. and employee accept the R/S and support each other.

> ➢ It's a successive combination

> ➢ Problem arises when both of them dominate and compare each other.

2. P-A:

> ➢ Mgr praise the employee, tells the rules to be followed, gave reward and punish also.

> ➢ Employee want the Mgr. To behave like an adult. Employee wants to act independently. The Mgr will not BE satisfied because the employee will not act as directed.

3. P-C:

> ➢ Mgr. praises, criticizes, tells the rules to be followed, gives rewards and punishment.

> ➢ R/S is good for the short run.

> ➢ Employee is in the rebellion child ego will be creative.

> ➢ Employee does not take the responsibility and do not have a future growth.

4. A-P:

  ➤ Manager tries to reason out very logical and unemotional.

  ➤ Employee tries to dominate the Manager happen when the Mgr. is newly appointed

  ➤ Successful in short run.

5. A-A:

  ➤ Employee and Manager Tries to reason out issues take logical decisions.

  ➤ Support each other and ideal transaction

  ➤ Eliminate of child ego makes common dull.

6. A-C:

  ➤ Manager is logical tries to reason out.

  ➤ Employees tries to be emotional, creative and dependent

  ➤ Mgr. is unemotional

  ➤ Problem arises when the employee is in rebellious child ego state.

  ➤ This is not good because the employee does not take any responsibility.

7. C-P:

  ➤ Manager is creative, dependent, emotional, acts according to his own whims and fancies.

  ➤ Employees try to dominate the Mgr. possible when the Mgr. is appointed newly.

8. C-A:

  ➤ Manager is creative, dependent, emotional, acts according to his own whims and fancies

  ➤ Employees tries to be very unemotional sometimes gets frustrated.

9. C-C:

  ➤ Both Mgr. and employee are emotional dependent and cut according act according to whims and fancies.

  ➤ The R/S may be good, but their performance is a question mark.

ULTERIAR TRANSANCTION:-

Blocked or hidden transaction. Wherein particular ego state is projected outside but actually different from that their real ego state is. The communication state is not smooth one. Eg. The communication sent may be in adult ego but really within person may be in child ego state.

LIFE POSITIONS:-

Healthy position   Depressive position

Competent Confident Creative	I am OK You are ok	I am not OK you are OK	Diffident
Bossing	I am OK You are not OK	I am not OK You are not OK	Avoidant/ Adverse Position

Positive Position   Paranoid Position

❖ Individual Behaviour towards other is largely based on specific assumptions that are made very early in life.

1. I am Ok; you are OK
   - Rationality choosen life position
   - Person approaches others in adult ego state, they are ready to delegate work to employee because they feel the employee can do well.
   - They have a right +ve image about themselves about others.
   - They try to work in co-operation with others achieve

2. I am not OK: you are ok
   - A person take up this life position when he feels not full confident of doing things, he has a very low self image.
   - Such managers accomplish very little in original.
   - They feel others are in good situation and other can achieve.

3. I am OK ;You are not OK
   - A person take up such a life position he feels that his associate cannot be trusted, he hesitated to delegate work to the employees

- He thinks they cannot achieve.

4. I am not OK; You are not OK

- Desperate life position
- They feel life is not worth living
- They lack confidence
- They keep quitting jobs frequently.

❖ **MORALE AND MEASUREMENT:**

Morale, attitude and job satisfaction are 3 terms which are used with great confusion. Some researches take job satisfaction and morale as an individual's own problems, others take this as separate phenomenon, and they consider job satisfaction as an individual phenomenon and morale as a group phenomenon.

DEFINITION:

"The degree to which an individual needs are satisfied and the degree to which the individual desires satisfaction from his total job situation"—by GUION.

MEANING:

Morale is basically a group phenomenon. It is a concept that describes the level of aspect of their work—the job, company, their task, working conditions, fellow workers, superiors and so on.

MORALE AND PRODUCTIVITY:-

Morale and productivity go hand-in-hand i.e., they are directly related. Though they are directly related, they are not so quantitatively, but qualitatively. In other words, if there is 10% increase in morale, it will lead to an increase in productivity definitely. But it will not be 10%, but may be higher or lower. Thus, there is no guarantee of a proportional increase in productivity. This is clearly observed From the graph given here. In fact, morale Shows attitude of employees, and there are a number of variables between employees attitude and productivity.
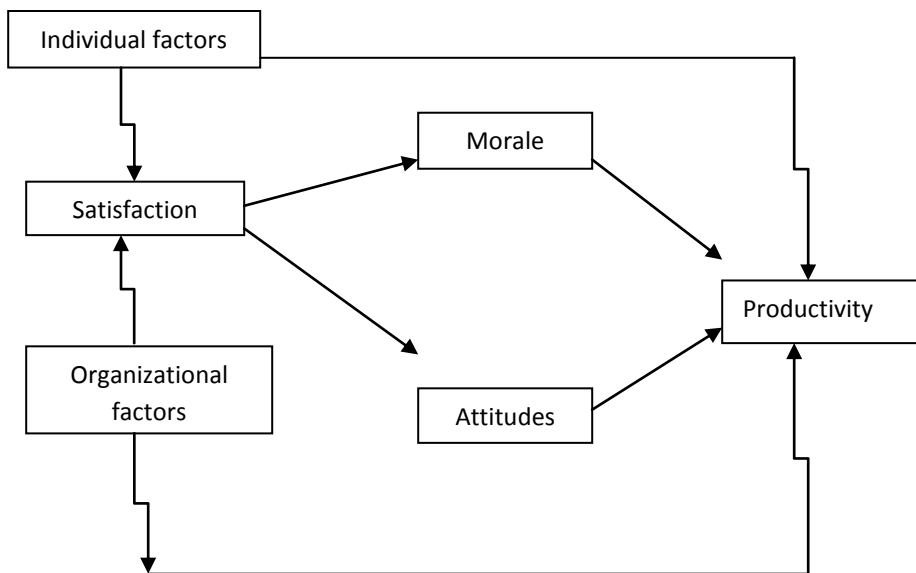
High morale

Morale

Productivity
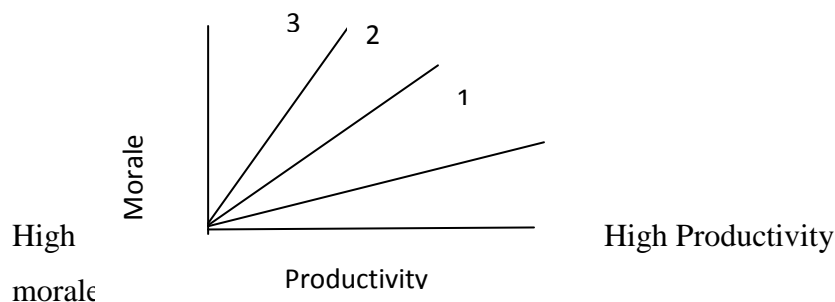
High Productivity

1 ⟶ High productivity only

2 ⟶ High morale and Productivity

3 ⟶ High morale only

A more accurate statement about high morale is that

"Morale indicates a predisposition to be more productive if leadership is effective along with proper production facilities and the individuals ability".

PRODUCTIVITY MODEL:-

```
┌──────────────────┐
│ Individual factors│────────────────────────────┐
└──────────────────┘                             │
        │                  ┌──────────┐          │
        │                  │  Morale  │          │
        ▼                  └──────────┘          ▼
┌──────────────┐      ↗            ↘       ┌──────────────┐
│ Satisfaction │                            │ Productivity │
└──────────────┘      ↘            ↗       └──────────────┘
        ▲                  ┌──────────┐          ▲
        │                  │ Attitudes│          │
┌──────────────┐          └──────────┘          │
│Organizational│                                 │
│   factors    │─────────────────────────────────┘
└──────────────┘
```

❖ **MEASUREMENT OF MORALE:-**

Morale can be measured through opinion or attitude survey.

There are several ways to measure. They are as follows

⟹ Morale surveys

⟹ Morale indices and their use other sources of information.

❖ **MORALE SURVEYS:-**   I

In this type of surveys, questionnaires are usually used. Different types of questionnaires can be classified into three groups. They are

- Objective
- Descriptive
- Projective

⇒ **OBJECTIVE SURVEYS:-**

Presents choice of question and choice of answer in such a way that the employee marks the appropriate or check the correct answer.

⇒ **DESCRIPTIVE SURVEY:-**

Has various set of questions to which the respondent has to answer in his own words. These questions are open ended.

⇒ **PROJECTION SURVEY:-**

The responded is given a set of situation and is asked to comment on them. They may be pictures without any dialogues, a story without an end or a case study, roleplay and asked to comment or analyse.

❖ **INDICES OF MORALE:-**

Besides collecting information at times certain types of behavior give an idea about morale. These are called indices. Since morale is a variable which occurs in the middle of the satisfaction path (intervening variable) its affect can be observed on several factors.

Some other such factors are

- ♣ Employee turnover
- ♣ Productivity
- ♣ Absenteeism
- ♣ Tardiness (late coming and laziness)
- ♣ Fatigue (tired)
- ♣ Monotony (boring)
- ♣ Grievances (problems)
- ♣ Need for discipline
- ♣ Wastage and scrap
- ♣ Quality records etc.

.JOB SATISFACTION:-

Job satisfaction is one type of attitude. It refers to "an individual general attitude towards his or her job".

Job satisfaction is important for management as it has impact on employee performance and turnover. Different types of satisfaction leads to different intentions and behavior.

❖ COMPONENTS OF JOB SATISFACTION:-
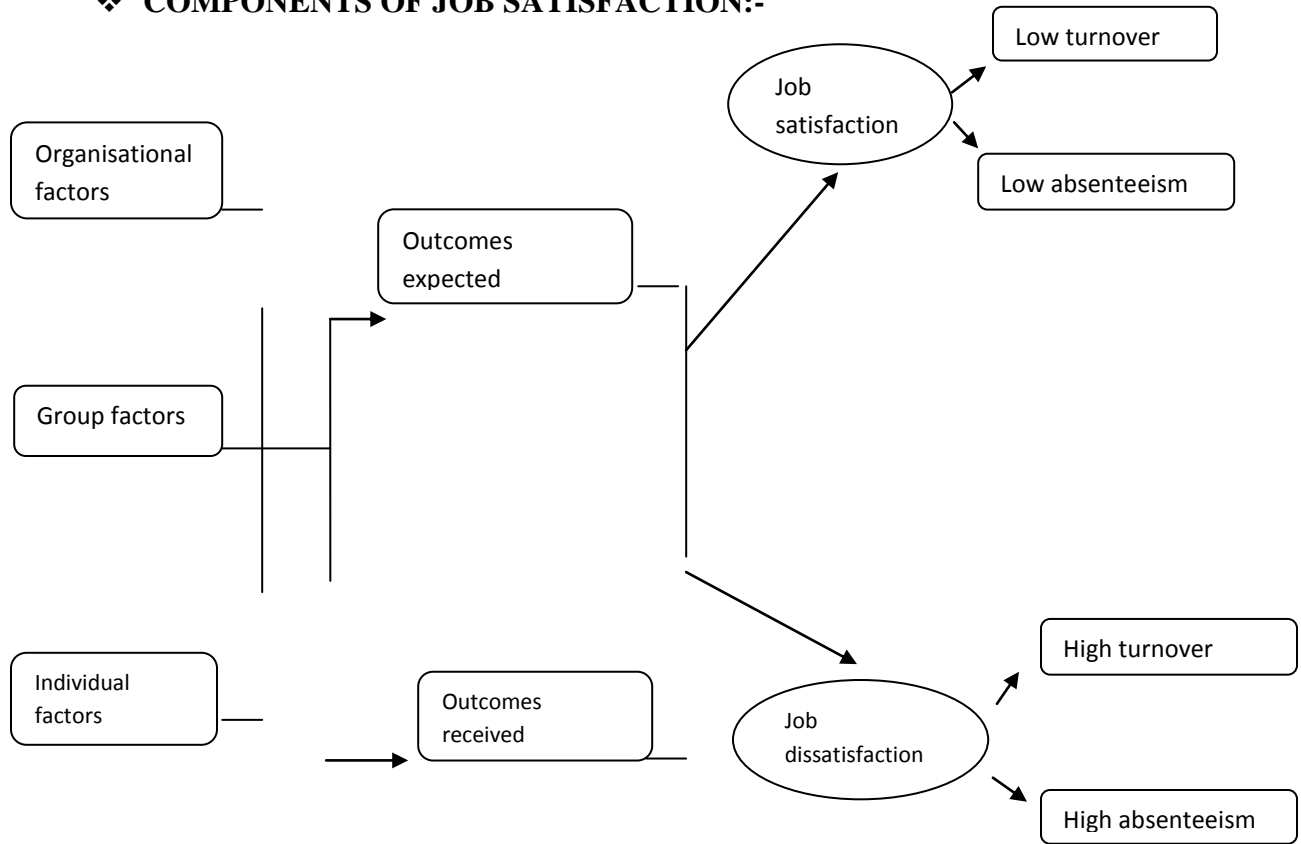
ORGANISATIONAL FACTORS:-

❖ WAGES:-

First money is an important instrument in fulfilling one's needs and employees often see pay as a reflection of management's concern for them.

❖ PROMOTIONS:-

The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like.

❖ NATURE OF WORK:-

Employees crave intellectual challenge on jobs. They prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom and feedback on how well they are doing.

❖ ORGANIZATIONAL POLICIES AND PROCEDURES:-

Include the basis for effecting promotions transfer of people, foreign assignment, layoff, reward, appraisal, motivational methods etc.

❖ WORKING CONDOTION:-

Facilities available for the smooth performance of the job in the organization.

❖ GROUP FACTORS:-

❖ GROUP SIZE:-

As size increases, opportunities, for participation and social interaction decreases.

❖ SUPERVISION:-

Perceived quality of supervision is another determinant.

❖ INDIVIDUAL FACTORS:-

$\Rightarrow$ Personality

$\Rightarrow$ Perception

$\Rightarrow$ Attitude

$\Rightarrow$ Education

$\Rightarrow$ Family etc.

❖ SIGNIFICANCE OF JOB SATISFACTION:

1. JOB SATISFACTION AND EMPLOYEE TURNOVER:-

It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

2. JOB SATISFACTION AND ABSENTEESIM:-

Workers who are dissatisfied are more likely to take "Mental health" i.e days off not due to illness. Simply stated, absenteeism is high when satisfaction is low. The degree to which people feel that their work is important tent to clock in regular attendance.

3. JOB SATISFACTION :-

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs they are more liable to experience accidents. In attention leads directly to accidents.

4. JOB SATISFACTION AND JOB STRESS:-

Job stress is the body's response to any job related factor that threatens to disturb the person's equilibrium. Prolonged stress may lead to serious ailments such as heart disease, ulcer, blurred vision, lower back pain etc.

5. UNIONIZATION:-

It is proved the job dissatisfaction is a major cause for unionization. Dissatisfaction with wages, job security, fringe benefits, chances of promotion, and treatment by others are reasons which make employees join union.

❖ FACTORS INFLUENCING / DETERMINANTS OF JOB SATISFACTION:-

The various factors influencing job satisfaction are:

- ➢ Working Conditions
- ➢ Opportunity for Advancement
- ➢ Workload and Stress Level
- ➢ Relationship with Supervisors
- ➢ Respect from Co-Workers
- ➢ Financial Rewards

Greater job satisfaction increases productivity. So happy workers are found to be more productive. Also happy organizations are productive organizations.

Eg: TCS, INFOSYS, TOYOTA, SONY etc.

- ✓ Satisfaction and absenteeism.
- ✓ Satisfaction and turnover.

❖ EXPRESSION OF DISSATISFACTION BY EMPLOYEES:-

Employee dissatisfaction can be expressed in no of ways:

1. EXIT:-

Behavior that is directed towards leaving the organizations including searching for a new job and resigning can be termed as ways to express dissatisfaction.

2. VOICE:-

Actively (directly) and constructively attempting to improve conditions by including suggestions, discussing problems or taking up some kind of union activity to express one's opinion to the management.

3. LOYALITY:-

Passively (indirectly) but optimistically waiting for conditions to improve including speaking up for the organization, If there is any criticism (bad words) from outside. Because of the belief that the organization and its management will do the right thing some time in the future.

4. NEGLECT:-

Passively allowing conditions to worsen including severe absenteeism, late coming, reduced effort rate.

Questions

Part A

1. Define organizational behavior.
2. State any two instances where behavior influences performance.
3. Define personality
4. Define motivation.
5. List the theories of motivation.
6. What are the non financial motivators?
7. What is inter-personal behavior?
8. List the types of ego states.
9. Define morale.
10. What is meant by job satisfaction?

Part B

1. What is the nature and scope of OB?
2. What are the factors affecting individual behavior? Explain any 2 factors.
3. What are the determinants of personality?
4. Explain any 2 theories of personality.
5. Explain Transactional Analysis.
6. Explain any 2 theories of motivation.
7. What are the discipline contributing to OB
8. What are the factors influencing job satisfaction
9. Explain the human needs by A.H Maslow theory
10. Explain the two factors theory by Herzerberg