



Rural Management Organizational Behaviour

First Edition



सत्यमेव जयते

MoE

Government of India
Ministry of Education

Editorial Board

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About the Book

All are living in a world where each one has to depend on others for any means. It is important to learn about people and their behaviour to sustain in the dynamic environment. The students of rural management must have basic knowledge about people, environment and the interactions taking place in a village. This book introduces the basic concepts in understanding the individual behaviour in organizations. The objective is to make the reader know the importance of individual behaviour in a simple language. The examples from day to day life helps to explain about individual behaviour. The case lets from rural background will help the students to accept the real situations prevailing in the villages. Their hurdles, success stories will motivate the students for self grooming and creates interest to serve the rural people. The units of the book personality, group, teams, organizational development, and organizational culture are explained with diagrams, exhibits which help the students to figure out the theories. Each chapter has a column outlook which exposes the research insight in each topic. The units contain do it activities to make the students practice the strategies, techniques in a real situation. It is a maiden attempt and the feedback is always welcome for further improvement.

I thank Dr Hemalatha Subbian, Assistant Professor (ARM), Tamilnadu Agriculture University for contributing to this book and for her outstanding insights. Also, I would like to thank MGNCRE Team members for extending their extreme support in completing this text book.

Dr W G Prasanna Kumar
Chairman MGNCRE

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Rural Management

Organizational Behaviour

BBA in Rural Management

Chapter 1 Introduction to Organizational Behaviour

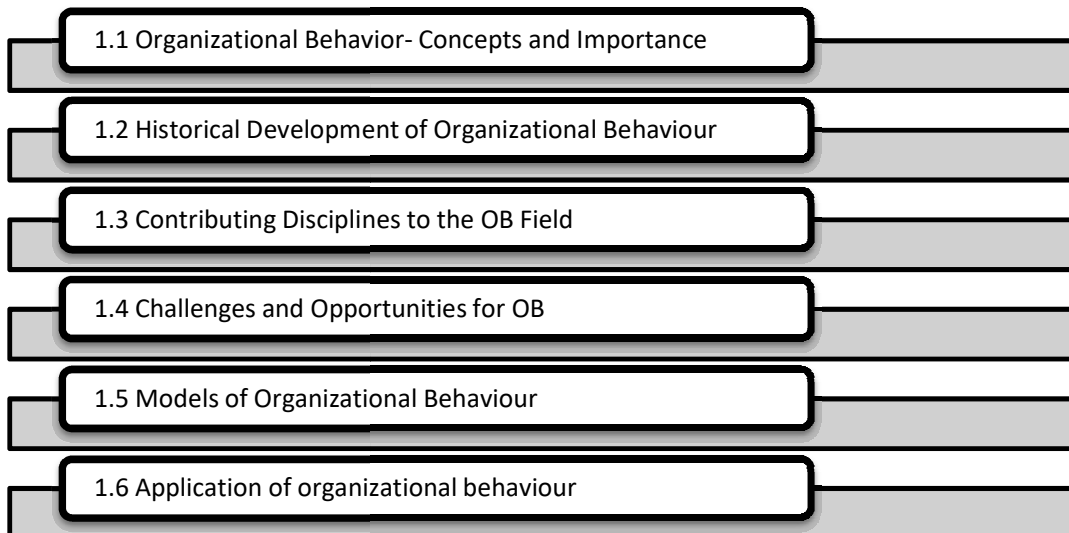
What is Organizational behavior? Imagine you are in your home, your mother scolds you and you immediately shout at her. Now imagine you are at work place. You have to work with people who are not your relatives or friends as it is an organization.

An organization involves frequent interactions with seniors, peers, juniors and often with clients. They may encourage, discourage, agree, or disagree with you. How should you handle them? Can you shout at them as you shouted at your mother? No, you should not react in an organization, but manage. How to do it? This is what organizational behavior tells.

Learning Objectives

- To enable to behave aptly in the concerned organization
- To familiarize on why organizational behavior is important
- To relate the concept of contemporary organizational behavior with its evolution
- To apply discipline to organizational behavior
- To overcome the challenges and avail the opportunities of organizational behavior
- To understand the models of organizational behavior to go through its various stages

Structure



1.1 Organizational Behavior- Concepts and Importance

This unit elaborates in detail about the meaning of the concept Organizational Behaviour(OB) and the disciplines contributing to its conceptualization, significance and opportunities in the present business environment. Look into the two exhibits.

Exhibit 1.1

Mr. Raj entered his office. He has to prepare a report for his annual meeting. He got a call from his senior manager. His manager commented on his latest performance rating. He started thinking about his poor performance rating about which his manager commented. Mr. Raj is working in a food processing firm which has its branches all over India. He doesn't know the mistake he had committed. He is worried about the future of his career.

Exhibit 1.2

Miss Sheeja is busy with her daily schedule of work. Suddenly her superior intervened and questioned about the latest assignment given to her. Sheeja is working in a bank in a rural area. She has to often interact with the customers who are mostly farmers with minimum education. She is from an urban area and wants to be independent in her assignments. She dislikes her superior who often questions about the allotted work.

The two exhibits mentioned above talk about two employees who are in different situations in an organization. Their reaction to their superiors will affect their survival in their organizations. They must know how to manage and behave during their interactions in their work place.

In the exhibit 1.1, Mr. Raj encounters the discomfort created by performance appraisals. This discomfort may lead him to be stressed. Miss Sheeja in the exhibit 1.2 is not happy with her superior. This may result in developing positive or negative attitude about the job.

Organization is a system with different sub-systems which are interlinked to one another for a common purpose. It consists of different stakeholders like peers, subordinates, superiors, customers, suppliers, etc. Each stakeholder will be unique and try to maintain their individuality in all their endeavors. For example, if you join an organization, you have to mingle with your peers, subordinates, superiors. You have to be part of a team (department, work team, etc) and forego your personal interest for the sake of the organization. See the exhibit 1.3. The personal demands (career growth) of Mr. Sarath, does not match with his job demands. This will lead to misconceptions, mistrust, dissatisfaction, conflicts, and ultimately may result in reduced performance of Mr. Sarath. In Sarath's case, he is working in a government bank, but if it happens in a private bank, he might quit the job. So learning how to behave in an organization is important for personal and organization's success.

Organizational behaviour studies how people work, how they perceive and react in an organization. It analyses the actions and suggests the means for tackling the problems an individual face in an organization. It is a discipline which studies human behaviour in three levels individual, group and organization; its impact and utilizing the knowledge in enhancing the individual, group and organizations performance. Organizational Behaviour (OB) studies the interactions of the individual as being a part of a team or part of an organization. OB will help you to understand and manage people-related issues within an organization. This discipline will look into issues like personal characteristics, impressions, motives, leadership, interactions, etc. within the work environment.

Exhibit 1.3

Mr. Sarath is working in regional rural bank. His job is to grant loans to small farmers. His friends working in private banks had become senior managers in a short period. But as Sarath is working in RRB, his promotion is based on seniority. His hard work in granting loans reaching the target is not accounted for his promotion.

Concept of Organizational Behavior

When you introspect your behavior, there exists a difference in three levels of your interactions. When you work as an individual, you show more concentration, have fear in commenting others. But when you are with your friends, you have the courage to comment others and show less effort in your work. Similarly, as a part of an organization (big group), you accept or reject certain organizational policies. Hence as per the Fig 1.1, organizational behavior studies the human behavior in three levels namely; individual, group and organization. It examines the behavior in an organization from two perspectives, micro and macro.

Micro OB

Micro organizational behavior studies the individual and group level issues like, ability, learning, perception, attitude, personality decision making and emotions at the individual level and development of groups, teams and decision making in groups.

Macro OB

Macro organizational behavior studies the organizational level issues like introducing change in an organization, culture of the organization, etc. The concept of OB is framed by taking the theoretical concepts from other behavior related disciplines. The detailed contribution of individual disciplines to OB is discussed in the third unit of this Chapter.

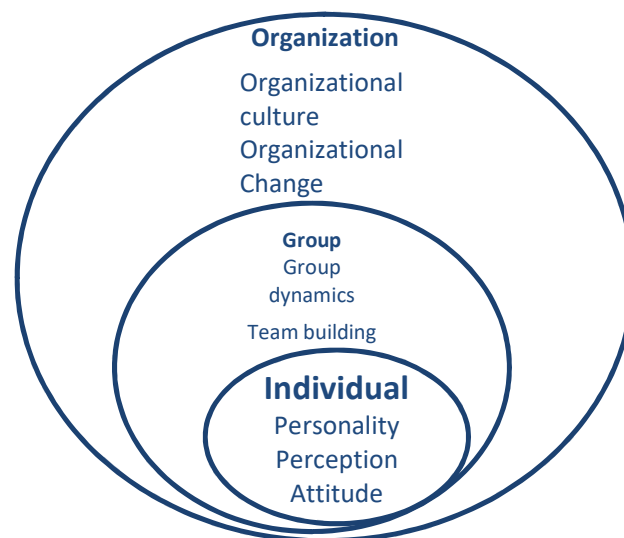


Fig 1.1 Concept of Organizational Behavior

Importance of Organizational Behaviour

What is the role of organizational behaviour in the current business environment? Sudden changes in the business environment may lead to uncertain situations. Employees may need to do an unplanned task, accept certain policies, etc. during these situations. The knowledge on OB helps to predict the employee behaviour at any situation and act wisely preventing any damage to the organization. It helps to understand people and their behaviour. Personal attributes of an employee like personality, job attitude will serve as an antecedent for his poor or good work performance or attrition. Good performance will improve the organizational performance and attrition will result in reduced man power. At present, attrition is the main problem faced by most of the organizations. Employee retention strategies like motivation, recognition of work may reduce the attrition problem. This will be possible by understanding the job attitudes of the employees. Expertise in OB helps to manage the employees for sustaining the organizational performance. Knowledge in OB helps the manager to consider the following aspects for the benefit of the organization. Fig 1.2 below gives a snapshot of the various dimensions of OB and its importance for an organization.



Figure 1.2 Importance of Organizational Behaviour

Employee Selection The right person for the right job is the objective of employee selection. Individual personality and ability are the main criteria for assessing the person-job fit. An organization requires a candidate with good attitude for surviving in the existing business scenario. The personality dimension of OB tells us the individual attributes of an employee. The assessment of these attributes helps the HR manager to select the most eligible and suitable candidate for the right position. Behavioral and stress interview are among the selection methods for selecting the deserving candidate.

Decision Making Taking right managerial decisions will yield good results for any organization. Organizational decision making as a component of OB helps in managerial decision-making using heuristics.

Diversity The present business organization consists of heterogeneous group of employees. Among themselves they vary in different aspects like age, education, qualifications, competencies, skills, attitude, etc. Diversity management is an important issue which assists in managing diverse work force.

Job Attitudes Attitude is a basic framework of an individual which is the basis for any behaviour and vice-versa. The types of job attitudes, job satisfaction, organizational commitment, employee engagement will help the management to satisfy the employees and increase their level of commitment. It is found that positive job attitude result in high employee performance and organizational performance.

Motivation It is an urge to do a task. Motivational theories tell us the elements for instigating the employees to pursue a task. It helps in designing incentives for best performance.

Occupational Stress Stress is a psychological discomfort of an individual due to some disturbances. Occupational stress may result in poor performance and attrition. The work environment should be stress free for better employee performance.

Organizational Communication Organizations involve different interactions among the employees across various levels. Different communication networks exist in an organization. Proper communication is essential for achieving organizational goals. Communication distortions will damage the reputation of an organization.

Power is the ability to influence others. Understanding power in organizations is important for dealing with individuals who gain by using power. There are different types of power which are based on the sources of power. OB gives different power tactics to manage power in an organization.

Organizational Change Organizations cannot be rigid without accepting the changes taking place in the business environment. It will result in the downfall of the organization. Hence it has to redefine itself by introducing new products, improving the knowledge, skill, ability of the employees, etc. This will not be possible without the support of the employees. Employees will or will not accept changes within their work environment based on the nature of change. Organizational change models serve as a guide to introduce changes in the organization. For example, enhancing the skill, knowledge of an employee by training is a small change which improves the attitude of the employee about his organization.

Organizational Culture Organizational culture is the common values, behaviour that employees share across the organization which is unique to it. This is specific to a particular organization which distinguishes itself from others. New employees should learn the culture and adapt to it to survive and perform in the organizations.

Relationship between Antecedent, Behaviour and Consequences

Organizational behaviour studies the relationship among the reasons for a behaviour (Antecedent), behaviour and the results of the behaviour (Consequences). For example, Fig 1.3 explains the relationship among organizational change, job attitude, employee performance and organizational performance. Organization implements certain strategies to enhance the well-being of the employee. The introduction of the strategies is called the organizational change (Refer Chapter 5). Now the employee becomes happy as he changes his opinion about the job. Job attitude (Refer Chapter 2) is the opinion about the job. He shows his happiness through his hard work and dedication. His performance increases due to his hard work and results in increased profits of the

organization. Organizational change, job attitude is the reason (antecedents) for his performance (Behaviour). The profits of the organization increase, as the employee works hard. Profits are the measure of organizational performance. Hence organizational performance is the consequence of the employee performance.

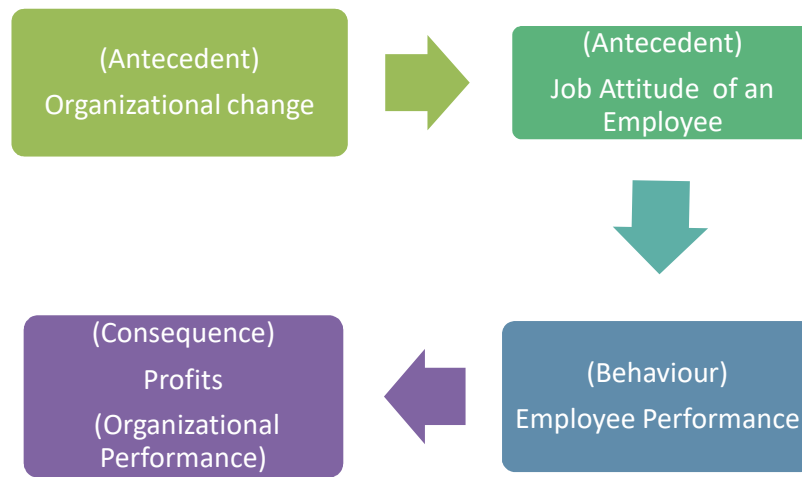


Fig 1.3 Relationship between Antecedent, Behavior and Consequences in an Organization

Organizational behaviour studies the human behaviour at three levels namely; individual, group and organization, its impact and utilizing the knowledge in enhancing the individual, group and organizations performance.

Knowledge in OB helps the manager to tackle different situations and handle diverse work force. Its importance can be summarized as follows

- Helps identifying best talents for the organization by using the personality perception concepts
- Guides in managing divergent employees through diversity management
- Helps in strategic decision-making using heuristics
- Assists in understanding employee attitudes for enhancing employee commitment and performance
- Helps to recognize employee motivators for improving their performance and retaining them.
- Helps in minimizing communication distortions for better organizational communication
- Encourages or cautions management while introducing organizational change for the betterment of the organization
- Helps to create good work teams in an organization
- Helps to create a good work environment with best talents
- Enables developing a positive organizational culture

1.2 Historical Development of Organizational Behaviour

It is important to know the history of organizational behaviour to understand its significance. The sequence of the development is in line with the emergence of the management discipline. The concepts of OB have emerged at different periods in time. This unit examines the evolution and development of organizational behaviour.

Origin

The origin of Organizational behaviour can be traced back to the 1910s from the initiation of Scientific Management era by Fredrick Taylor (1911) Human relations movement by Elton Mayo (1930), Abraham Maslow (1943), etc. In 1900s a new era of scientific management was developed by an engineer Fredrick Taylor.

Scientific Management - Fredrick –Taylor

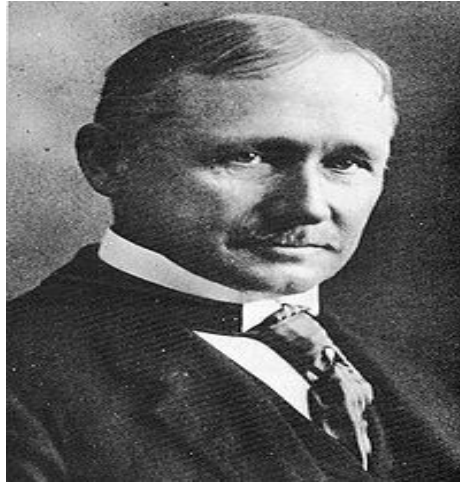


Fig 1.4 Fredrick –Taylor 1856-1915

During his period rapid industrialization was taking place in sectors like iron, steel, glass, textiles, shoes etc and the small industries were growing into large industries. Capitalists were made richer by the workers who in turn earned less. In this scenario, an engineer by profession, Taylor found that industrial management during his days was based on the rule of thumb. He wanted the worker to do the job scientifically. The tasks were broken into smaller tasks for improving the efficiency of the task. Taylor assessed the time required to do a job, tools needed for a job and the motions essential for each job. He established the performance standards for each job based on scientific measurements. Taylor thought that the work should be combined with monetary benefits. He felt that incentives would motivate the worker to work more and increase productivity. Taylor believed that the prosperity of the employer lay in the prosperity of the worker as they have the same objectives. He developed the piece rate system. So the workers received a pay higher than usual after finishing the daily target level.

Fredrick Taylor (1947) declared that, “One of the very first requirements for a man who is fit to handle pig iron as a regular occupation is that he shall be so stupid and so phlegmatic that he more nearly resembles in his mental makeup the ox than any other type.” He introduced the system of scientific management in 1911. Taylor was considered as the father of scientific management.

Critiques

The ideas of Taylor were targeted towards uneducated labourers. The division of task was considered as dehumanizing the workers. Besides, the worker has to do the work as per the

instructions and cannot deviate it. They had to work hard to produce more which created monotony, physical and mental stress. The words of Taylor indicate that workers have to be considered as a unit of production, similar to land and capital.

After Taylorism

Taylorism brought in rapid development in the industries which increased the production output. New body welfare workers institute emerged in 1919 with 700 members (Farmhand 1990). A financial crash occurred in the year 1929 (Fred Luthans) after an economic success of increased production. The increased production facilitated the growth of stock prices in America. Hence all the Americans put enormous funds in buying the stocks. This led to a fall in stock prices and ultimately financial crash was experienced by the Wall Street. This provoked the management specialists to think that production alone will not help for the survival of the business. Harvard Business School initiated some studies related to human studies by the development of a fatigue laboratory. The researchers studied the influence of environment on human in the fatigue laboratory. The effect of fatigue on productivity was studied by Elton Mayo who was later considered as the founder of the Human relations movement. Elton Mayo was a professor of industrial management in Harvard Business School. The research carried out in the fatigue lab served as the basis for the Hawthorne studies.



Fig 1.5 Elton Mayo – 1880-1949



Fig 1.6 Harvard Fatigue Laboratory, 1946

Hawthorne Experiments- Elton Mayo

Mayo conducted the famous Hawthorne studies (1927- 1932) in the Western Electric Company located in Cicero, Illinois (a suburb of Chicago) from 1927 to 1932. The aim of the study was to check the influence of the environment on the employees. The environment includes the physical environment (lightings, physical setting), nature of the supervisor and the coworkers etc. The studies were done in different phases like, illumination experiment (1924 – 1927), relay room experiments, mica testing room experiments, mass interviewing program and bank wiring room study.

Illumination Studies (1924-1927)



Illumination studies were conducted to know the relationship between the lighting in the work place and the workers' performance. The intensity of the light was changed in the experiment group. It was reduced to a moonlight level. These variations were compared with the workers' performance. But it was found that there is no change in the workers' performance in relation to the change in the light intensity. So the researchers concluded that there is no correlation between the light intensity and the workers' performance.



Fig 1.7 Illumination Studies



Fig 1.8 Women in the Relay Assembly Test Room

Source: <https://www.library.hbs.edu/hc/hawthorne/03>.

Relay Room Experiments Relay room experiment was conducted in the year 1927. Pins, springs, armatures, insulators, coils, and screws were assembled for producing electromagnetic switches for telephonic connections. Six women were selected and asked to assemble the parts in a relay assembly test room. The completed parts were passed on to a chute which consisted of a recording device to punch a hole in a continuously moving paper tape. The number of holes indicated the output of the women workers. Rest periods were given to the workers in the test room. The details of the rest periods were given in table 1.

Table 1.1 Relay Room Experiments

Experiments	Output
Normal working Hours, No rest pauses 48 hour per week	2400 relays per week
Piece of work for 8 weeks	Increase in productivity
Two five-minute rest pauses	Increase in productivity
Ten minute rest pauses	Increase in productivity
Free hot meal	Increase in productivity

Twenty-three changes in the working environment (changing rest pauses, free meals) were incorporated in the relay room experiment. These changes brought in an increase in the productivity. These relay room experiments started in 1927 continued till 1932. The productivity

increased by 25%, irrespective of the working environment which is brought back to normal. The workers took self-responsibility and they developed a favorable attitude towards the work which resulted in higher productivity. Mayo and Roethlisberger concluded that mental attitudes, proper supervision, friendly atmosphere played a key role in enhancing the productivity of the workers.

Mica Testing Room Experiments

A second experiment was conducted in mica splitting room to test the influence of working environment except the monetary benefits. The workers were given normal incentive but the working conditions were altered. The productivity increased by 15% here.

Mass Interviewing

Interviews were conducted with nearly 21000 employees between 1928 and 1931. This is done to assess the workers' willingness to listen to the issues related to productivity and their grievances. The workers were asked about their personal life. The researchers thought that these details would have some influence on their job attitudes. Later the workers were allowed to express freely about anything they want to share. These interviews helped the researchers to know about the American worker

Bank Wiring Room Experiment

Bank wiring room was conducted with fourteen men. This experiment was conducted between 1931 and 1932. The workers were asked to attach wires to switches for certain parts of telephone equipment. The aim of the study is to know the impact of work group when a group incentive is introduced. Among the workers 9 were wiremen, 3 solder man, 2 inspectors. The experiment was conducted by observer and an interviewer. The interviewer never entered the test room but conducted interviews outside the test room. The workers formed a group and established a norm and decided how much work is to be completed in a day. The worker who tried to break the group norm was abused by the group members.

The results were discussed and the following conclusions were derived from Hawthorne studies

- The working atmosphere allowed the workers to work freely (relay room experiment)
- They developed friendship over a period of time (relay room experiment)
- The supervisor was friendlier and developed good relationship with the workers.
- Individual workers formed informal work groups and work norms which controlled the entire work group. (Bank wiring experiment)
- Members who violated the group norms were criticized. (Bank wiring experiment)

Other Developments

The Second World War led to the study of human behaviour. Many areas emerged after Second World War. Abram Maslow (1943) developed the hierarchy of needs theory of human motivation. This theory classified human needs into five needs, namely, physiological, security, social, esteem and self-actualization needs. This opened a new window on motivation. Lewin (1951) introduced the three step model of change which served as the basis for organizational development. McGregor (1960) studied about human behaviour in enterprises differentiating X and Y manager based on their perception of workers. Herzberg (1965) identified two needs; hygiene and motivational factors responsible for motivating the workers in an organization. This line of developments continued with

the emergence of different motivational theories. Studies on leadership started with the great man theory, trait theories, behavioral studies, contingency era, transactional era (Seters& Field 1990).

The period of organizational behaviour started from the Taylor's Scientific Management. He promoted scientific way of doing a job. He is named as the father of Scientific Management. This is followed by Elton Mayo's Hawthorne studies. They were conducted in Western Electrical company, Chicago. He conducted illumination studies, relay room experiments, mass interviewing and bank wiring experiments. These are followed by studies in motivation, organizational change, and leadership

1.3 Contributing Disciplines to the OB Field

Organizational Behaviour is a discipline which has taken concepts from other disciplines related to the study of human behaviour. As it studies behavior at three levels; individual, group and organization, it has taken concepts from disciplines studying individual behaviour and their interactions with the environment.

The concepts of psychology have contributed to the individual level study of the human behaviour. The other disciplines such as Sociology, Social Psychology, Anthropology, and Political Science also contributed to the group and organizational level analysis of the behaviour.

Psychology

It is the science that studies the mental process and behaviour of human being. It analyses the reasons behind a particular behaviour in relation to the particular environment. It plays a major role in understanding and predicting human behaviour in organizations. The concepts of personality traits, perceptual process, emotions, stress, attitudes, leadership, and motivation from psychology are important to understand employee behaviour. Acquiring the best talent with innate values of commitment, hard work is a challenging task in the selection process. Psychometric tests, behavioural interviews, and stress interviews help in identifying the right human resource for an organization. This basic understanding will help in building strong interpersonal relationship in an organization. Moreover, presence of strong leaders in an organization aids the growth of the organization. Developing strong leaders helps to sustain the organizational development. Besides, employees need to be motivated to express their talents and contribute to the organizational performance. Leadership trainings, motivational techniques help to develop positive attitude about the job and the organization in the minds of the employees. Hence, these concepts from psychology help to maintain the mental well-being of the employees.

Sociology

It is the science that studies human behaviour a society. It looks into the patterns of relationship among individuals in a society. Organization is a system which has a common goal. It consists of different people who vary in age, education, experience, personality, attitude, etc. The employees need to share and work to achieve common goals. But this may lead to internal disturbances and disagreements among the group. Sociology helps in understanding the employee relationships and the communication patterns when they work together. An organization cannot be static forever. It needs to adapt to the changes in the external environment. So changing the entire organization can be done from change concepts taken from sociology. The knowledge on conflicts, information dissemination, and control systems will help to solve problems. Moreover, the basics of team

development and group decision making helps in developing strong work teams in an organization. Hence communication, conflicts, change management are taken from sociology.

Social Psychology

It is the science that deals with behaviour of an individual in a society, or how a person reacts in the presence of others. It is the combination of sociology and psychology. This understanding will help in forming groups and teams in an organization. Social psychology studies the impact of external environment on the behaviour of society. The attitude and behaviour of an individual is different in various situations. He is informal when he is alone and with known persons, but formal with unknown persons. Social psychology helps to understand the relationship between attitude and behaviour of an individual when he is interacting with others. Besides, it is important for the manager to understand the reasons for an employee's behaviour like poor attendance, reduced performance. These issues when unlooked may result in employee attrition, reduced profit, etc. The concept of attribution theory helps to understand the reasons for a person's behaviour. Hence social psychology helps to analyze the impact of the organizational environment on the employee behaviour in an organization.

Anthropology

It is the science that studies human culture, from the past to the present and their development. It sees mankind as a whole across the world. It helps in knowing the difference between people living in different places. The cultural issues across organizations will be known by studying the organizational culture. This helps us to fit ourselves within an organization.

Political science

It is the science that studies politics, government and distribution of power and authority in a country, state and province. Every member of an organization wants to gain position in their organization. For this, they try to exercise control over others. The dependency on others by an individual will result in satisfying the demands of others. The expertise on methods for tackling this dependency is important to sustain in an organization. The concepts of power and leadership are taken from political science.

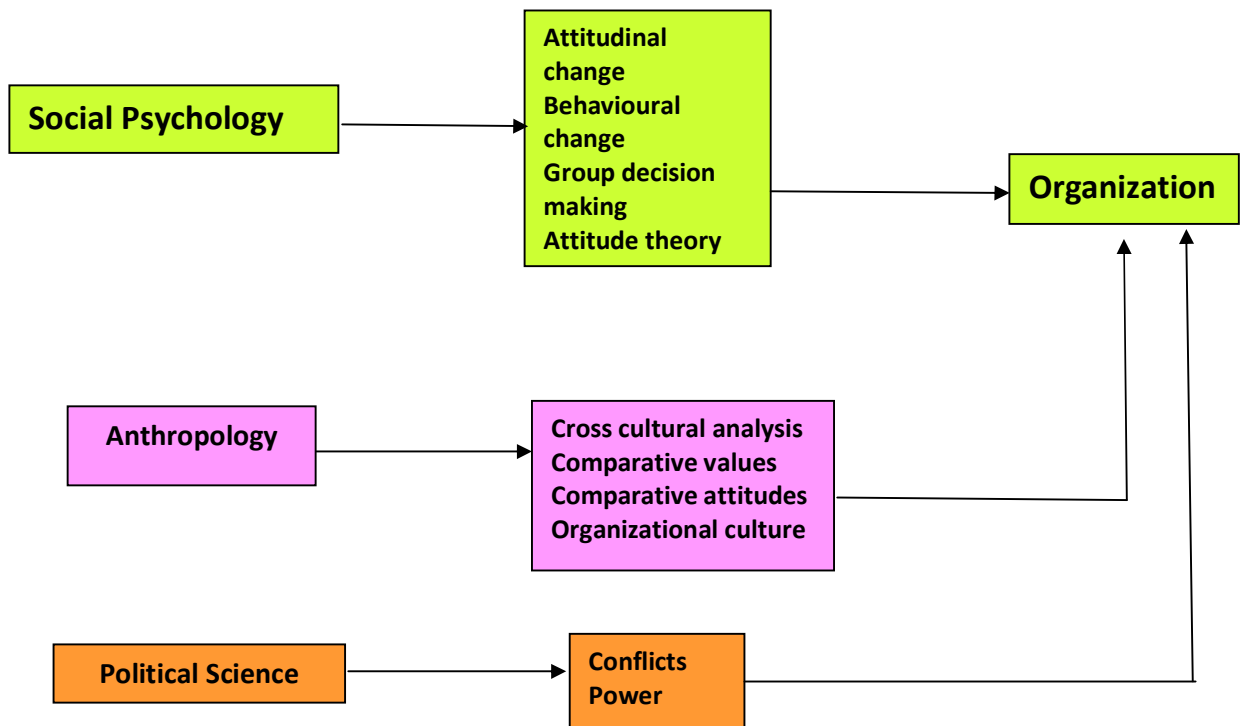


Fig 1.9 Disciplines Contributing to Organizational Behaviour

1.4 Challenges and Opportunities for OB

In the current industrial scenario, managers face a lot of challenges within work environment. There are different industrial sectors engaging with huge manpower. The size of industrial operations is large satisfying a wide range of consumers. Furthermore, new technologies bring in new issues to the fore creating new challenges.

The present workforce is operating in a complex work environment. The nature of the work force is also slowly changing due to the presence of firms across nations. Competition is increasing in all the sectors. Every firm is trying to compete with each other. Organizations are facing with HR issues as the work force is increasing. The following are some of the issues

Diverse Work Force

Current business organizations have a diverse workforce who varies in age, experience, educational qualification, personality, learning, positions etc. A manager has to know and tackle this diverse workforce. The background knowledge on work force diversity will help him to choose the best talent, allocate tasks, fix targets, etc, and thereby manage them. Contemporary work cohorts are an area which tells about the types of generations. At present, an organization has three generations, (Baby boomers, Generation X and Generation Y) who vary in their ability, values, risk taking behaviour, etc. All the human resource management policies should be framed considering the attributes of the different generations.

Temporariness

The business environment is dynamic and uncertain. The needs and requirements of the jobs are changing frequently. It is essential to regularly update knowledge, skills and ability to cope with this uncertainty. Every employee has to modify them self to suit the current needs of the organization.

Attrition

Employees move out of the job in search of better options. At present attrition rate is high in most of the organizations. The organizations in turn have to retain the best talents. Negotiation plays a major role in convincing the best talent. How to persuade is an area to look into for employee retention and managing business interactions.

Leadership

The role of leaders is changing as the demands of the work force are changing. The old concept of trait based leadership has moved to transactional, transformational and authentic leadership.

Job Demands

The present day manager is different from the managers of the previous era. This is due to the fast changing business environment. Knowledge, skill and ability requirements for a job need to be reframed to adapt to the new business requirements. Interpersonal skills are more important for the present day managers than the other skills.

Workplace Behaviour

We must know how to behave in our work place. The proper way of talking, dressing, communicating, etc in a work setting is an area called business etiquette. The way in which words

are said, tone and body language are more important than the actual words. So work place behaviour is a vital area for good business interactions.

Job Attitudes

Our opinion about the job is the job attitude. This may vary from one employee to another. There are different types of attitudes. Most of the job attitudes are related to the employee performance. Creating a positive attitude in the minds of the employees is a challenging task. We may have a positive opinion about the job, if our needs are met, and problems are solved. Job attitudes are found to be related to the employee performance. So the knowledge on job attitudes of the employees will help to identify their issues and resolve them.

Cross Cultural Issues

Globalization has removed the barriers across the industries and encourages diversity in workforce. Multi-National Companies (MNCs) are operating across the world. They are prevalent in all sectors of Indian business. Hence MNCs operating in India may have a foreigner as a manager from US or from some other country. In some cases, Indian companies may give offshore assignments (work in other countries) to their employees. The company has to educate their employees on how to behave in another country. These issues led to the development of the concept called cross cultural management.

Conflict Management

The manager may need to handle problems due to the diverse workforce and the changing needs of the employees. So, managing conflicts is a challenging task. Suitable conflict resolution style must be adopted to resolve conflicts.

Stress

You experience psychological discomfort most of the time due to the uncertainties you face in our day to day lives. This may be due to incompatible values, job demands, diverse work force, etc or anything. Stress may lead to job burnout, physical and psychological issues. So stress management strategies must be taught to the employees to manage their stress.

The issues discussed above are general to any industry. It is vital to look into the changes in the rural areas. We can see a huge transition in the rural areas with respect to land, water, manpower, employment etc. Migration, unemployment, reduced land area, and lack of water are the predominant issues faced by the rural population. Farmers are not getting the right price for their products. Farmers' suicides (see below figuredated23.03.2018.) are a common scenario in India due to climate change induced crop failure and debts.



Fig 1.10 Challenges and Opportunities of OB

Table 1.2 Farmers Suicides (Includes those of farm labourers)

State	2015	2016	% change
Punjab	124	271	118
Haryana	162	250	54.32
Karnataka	1569	2079	32.5
Gujarat	301	408	35.5
Madhya Pradesh	1290	1321	2.4
Telangana	1400	645	-54.0
Maharashtra	4291	3661	-15
Andhra Pradesh	916	804	-12
Chhattisgarh	954	682	-28.5
Total	11007	10121	-8.0

Source “Big rise in farmers’ suicide in four states during 2016”, Sanjeeb Mukherjee, The business Standard, dated 23.03.2018

Rural migration occurs due to unemployment, poor water availability and less infrastructure. Rural industrialization can nullify the unemployment problem. Farmer producer companies help the farmers to market their produce. OB concepts like group development, conflict management, team dynamics, leadership, self-efficacy, etc can help in aggregation of farmers for marketing their produce and developing their competency for managing their problems.

Diverse work force, temporariness, stress, conflict management, job demands, cross cultural issues, work place behavior, job attitudes, leadership, attrition are some of the challenges faced by the work force. These challenges had thrown new concepts like contemporary work cohorts, stress management, different job attitudes, business etiquette into OB. Rural people face issues like, marketing, unemployment, water scarcity, infrastructure and OB ethics and etiquette help in understanding rural markets and consumer behavior. These issues can be sorted by aggregation of farmers, rural artisans to market their produce by applying concepts like group and team development, conflict management, leadership and self-efficacy.

Kolar Farmers Dump Tomatoes on Roads as Prices Crash



Fig 1.11 Farmers Dumping Tomatoes

Nagarajappa, farmer in Mallasandra, Kolar taluk was upset. He had grown tomato in 2 acres expecting to get huge profit. He has invested Rs two lakhs for his crop. But as the tomato prices came down to two rupees per kg in agricultural Produce Marketing Committees (APMC). He will incur a loss of RS 1.5 lakhs. Farmers like him pile the tomatoes on the roadside of kolar region. This is a common sight in the Kolar region. Another farmer Nagaraj said, they are not able to meet even the labour and transportation charges. A 15 kg box of tomatoes was sold at Rs 25 at Srinivasaopur APMC yard. The prices were better at Kolar APMC. A 15 kg box of tomatoes sold at Rs 50to 60 at Kolar APMC. But one month previously 15 kg box of tomatoes sold at Rs 150 to 2000 which made the farmers happy. At present, the farmers are not able to get back their investment. So they dump the tomatoes on the road side or allow it to rot in their field. But as the neighboring states Tamil Nadu and Andhra farmers cultivated tomatoes in large area, there was a slash in tomato price.

Courtesy: Kolar Farmers Dump Tomatoes on Roads as Prices Crash ViswaKundaPura, The Hindu Dated 02.05.2017

Farmers March for their Rights



Fig 1.12 Farmers March to Reach Mumbai

Source: Farmers March to Mumbai on Monday, Rachna Dhanrajani, The Hindu dated 10.04.2018

Sudharsan Girde a farmer from Sangili reached Shahapur, the largest taluk in Thane where a team of farmers are ready with the lunch. Mahesh Shetty, Senior police officer of Shahapur said, “the traffic of Shahapur was diverted and we are ready with one riot force team, and a strike team along with police team. Sudharshan Girde is one among the 1500 farmers who had started their historical pathayatra to Mumbai on march 5 from CBS Chowk, Nashik. His vineyard was taken by the government for the construction of a highway. But his compensation was not on par with the market rate. Their demands were many including, crop loan waiver, forest rights, pension for retired farmers, price policies, etc. They walk for 15 to 20 km per day and take rest during nights and continue their journey in the morning. They have planned to stop at Batsa near Walk as Phata in Bhivandi on Friday. They will have lunch at Kalwa and stay at Vikroli for night. Ajith Nawale, the leader of the All India Kissan Sabha, said, “The government has not met our demands. The forest rights act 2006 was not fully implemented. Swaminathan commission report which assures price for farmers was not followed”. As per his views, the farmers had planned to block Vidhan Bhavan, Mumbai to pressurize the government in order to satisfy the farmers demands. There are many farmers like Sudharshan Girde who lost hope with the government.

1.5 Models of Organizational Behaviour

Models help us to have a better understanding of a concept. Organizational behaviour models tell us the nature of human behaviour in an organization. These models will show how a manager views the subordinate in an organization. The models convey the change in the perspective of the manager towards their subordinates.

There are five models of organizational behaviour. They are the autocratic model, custodial model, supportive model collegial model and systems model. These models tell us how people are treated in an organization. The arrows indicate the improvement in the orientation of the manager towards his subordinates. The manager has moved from the boss orientation in the autocratic model to the mentor orientation in the systems model.

Autocratic Model

According to this model, the subordinates have to accept what their manager says. Subordinates have no choice. They have to obey their superiors. In this case, the managers think that they can make best decisions. The managers have the right to control their subordinates. The subordinate role is to simply follow the instructions of the superiors. As per this model, the employees are not considered important to the organization. The subordinates view their managers as boss who can fire them for disobedience. The communication will be top-downward in the form of orders. This model will reduce the employee morale as they were not allowed to participate in decision making. The organizations in the initial stage of industrialization especially factories, adopted the autocratic model. In these organizations, most of the employees are workers with technical skill alone. Their main task is to produce goods. But today majority of the employees are knowledge workers. In this case, they know what is right or wrong. So this model will not be suitable for present employees. The main advantage of this model is quick decision making. Most of the governmental organizations adopt this model. Military and police organizations are the forces which maintain security of the country. They have to tackle any emergency situation, which needs quick decisions. Hence they follow autocratic model.

Custodial Model

This model is based on providing economic security to the employees. After industrialization, during the scientific management period, industries adopted scientific principles and gave incentives to their workers. They introduced incentives, rewards, housing, and transport facilities to the workers to satisfy them. The managers satisfied their workers through monetary and non-monetary rewards. This made the workers to remain loyal to their organization.

Supportive Model

As per this model, managers support their subordinates. The subordinates get recognition for their performance. Managers help their subordinates to grow. They include the subordinates in decision making. They give them authority, responsibility and accountability by delegation. The subordinates contribute to the organization by their performance. Supportive model facilitates a decentralized organizational structure.

Collegial Model

This is an extension of the supportive model. Here managers encourage team work. Employees consider managers as their team member in achieving the organizational goal. The employees participate actively and take responsibility on their own to fulfill the organizational goals. Managers are considered as partners to achieve the organizational goals. Here they perform better for their satisfaction. They feel happy for their performance.

Systems Model

This is the new model in organizational behavior. Here, the organization as a system gives importance to good working environment, and have concern for employees. Managers serve as mentors and facilitators to guide them and solve their problems. Here, the environment is friendly where the employees own their company and work for its benefits. They are self-motivated and jointly work for improving the organizational performance.

Managers have to choose the model based on the situation and the type of the employees. It is difficult to adopt any one model. As the current organizations are undergoing a transition from a worker to a knowledge worker, the model has moved from Autocratic to a Systems model. These models show the progress of employees needs from basic, security, recognition to self-actualization.

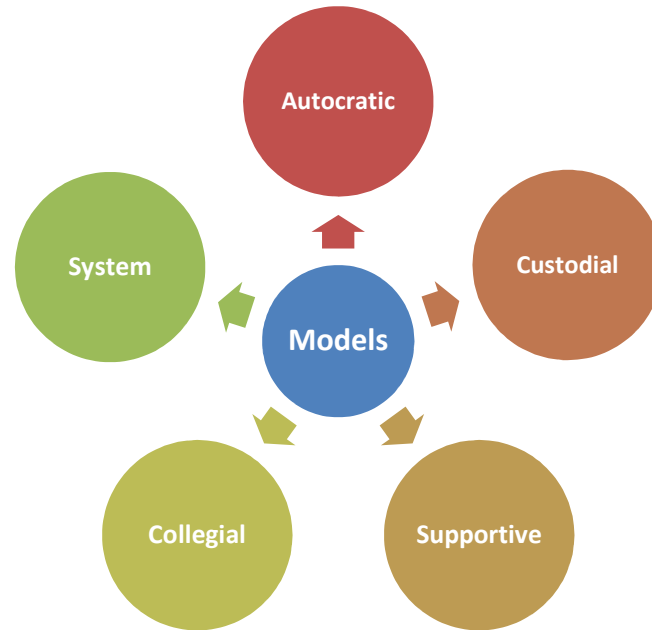


Fig 1.13 Models of Organizational Behaviour

Table 1.3 Models of Organizational Behaviour and their Distinguishing Features (Newstrom, 2007)

Features	Autocratic	Custodial	Supportive	Collegial	System
Basis of model	Power	Economic resources	Leadership	Partnership	Trust, community meaning,
Managerial orientation	Authority	Money	Support	Team work	Caring, compassion
Employee orientation	Obedience	Security and benefits	Job performance	Responsible behaviour	Psychological ownership
Employee Psychological result	Dependence on boss	Dependence on organization	Participation	Self-discipline	Self-motivation
Employee needs met	Subsistence	Security	Status and recognition	Self-actualization	Wide range
Performance result	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm	Passion and commitment to organizational goals

1.6 Application of Organizational Behaviour

The subject domain of organizational behaviour has its origin from different subjects as explained in 1.3. This clearly shows how organizational behavior can be applied. It is mainly used to understand the behaviour of individuals especially in an organization. The following are the major applications of organizational behavior.



Fig 1.14 Application of Organizational Behaviour

Individual Behaviour

Every individual does not behave in a same manner at all moments. A happy person at one moment may not be in same mood in some other time. Why? OB gives the answer for this question. It examines the fundamentals of individual behaviour like age, education, experience, learning, ability, etc. This helps to understand others behaviour which helps in interaction with others.

Attitude

Organizational behaviour (OB) explains the types of attitudes related to job. This helps in understanding the opinion of employees. Attitudes serve as the basis for a behaviour. For example, if we hate a food we won't eat it. If we dislike someone we never mingle with them. Besides, OB helps in identifying the relationship between attitude and behaviour. For example, job satisfaction leads to employee performance. This type of knowledge on relationship between certain attitudes and behaviour, guides to develop positive job attitudes for best performance. Moreover, theories on attitude help to know the reasons for an individual behaviour.

Perception

Organization is a unique place which involves human reactions and interactions. So it is important to know how we interpret what see and hear. This knowledge helps us to modify ourselves to create good impressions and positive opinion about us. This is very important when we go for any evaluations like personal interviews, performance interviews, etc.

Leadership

Why some are able to guide and show the path of success? Why we admire certain individuals than others? These questions are answered by the term leadership. Organization is governed by individuals who occupy different positions. Leadership development is a key area in human resource development. Organizational Behaviour helps to learn different leadership styles and its relationship with indicators like performance, attitude, etc.

Motivation

Encouragement and inspiration for any work urges an individual to bring the best in an individual. Different types of motivational theories like need based theories, process theories of motivation show the means to encourage employees in a work place.

Values

Values, the basic principles which help individuals to work are important to maintain ethics in a work place. Different types of values portray the basic convictions followed by an organization, individuals, etc.

Change

Change is inevitable. But implementing changes in an organization with respect to structure, work, etc is difficult. Organizational behaviour introduces different models of change to modify an organization for sustainable development.

Emotions

Feelings, mood and emotions are responsible for success and failures faced by individuals. Organizational behaviour concepts identify techniques in managing emotions for successful interpersonal relationships.

Personality

The attributes governing an individual is an important criterion for judging him. Organizational behaviour introduces many attributes which are specific characters of a person.

Organizational Behaviour–An outlook

Behaviour of an individual is related to his or her personal character, the situation in which he or she operates. Organizational behaviour (OB) helps you to decide the course of reaction to a person. This is very specific to an organization. For example, you are given a task with a deadline to complete. Your supervisor has instructed the ways and means to complete it. But you have an idea by which the task can be completed in an easy way. Now it is important to convince your supervisor to follow it. For this it is wise to know his mood and the words you have to use to convince him. Besides it is also important to recognize his personal attributes based on your experience with him. This is possible if you are educated in organizational behaviour. It consists of concepts and theories which is helpful to understand a person's behaviour. The theory used to understand the behaviour is ABC.



Fig 1.15 ABC Theory in Organizational Behaviour

Every behaviour follows this theory. For example, your supervisor scolds frequently besides your good work. At one point of time you react and burst to the supervisor. You are suspended. Now apply this theory.

Case 1 With respect to supervisor

He is not having good opinion about you. So he attacks whenever he gets a chance. Your counterattack is the consequence for his behaviour

Case 2: With respect to you

Your supervisor attacks with words frequently. You accept it first time and when it continued, you counterattack him. Your suspension is the consequence of your action.

Strategy

You must analyze the antecedent for his behaviour. That might be because of a negative opinion on you. You change the opinion and make it positive. This will ultimately develop a good relationship between you and your supervisor.

Antecedent is the cause for the behaviour. Behaviour is the action or what we do. Consequences are the outcome of our actions. Attitude, personality, values, emotions, perception, etc serve as antecedents for our behaviour. Employee performance, organizational performance, employee suspension, dismissal, resignation are the consequences for the employee behaviour in an organization. Many researches in organizational behaviour study the relationship between attitudes, personality and employee performance, intention to quit behaviours. Intention to quit is the willingness of the employee to resign from the organization. The issues discussed in the coming chapters will throw light on these relationships.

In the present scenario, the situational variable plays a major role in deciding the behaviour of an individual. Business organization may come across multiple situations. The success of an organization depends on its internal and external environment in which it operates. The external environment might change at any time. For example, at present the world is fighting with a pandemic virus COVID-19. The consequence is huge across the mankind. We did not think that we have to sit idle in his home. The other living beings' birds, animals, etc are happy and engaged in their day today activities. But the poor human has to lock inside his home waiting for the environment to be clean without the virus. This is unexpected in the history of mankind. Now what will happen after this? The main issue is how to react to the sudden environmental changes. It is a question mark?

The subject domain of organizational behaviour will help to convince ourselves and identify a strategy to rejuvenate our mind to tackle the loss incurred due to the pandemic. So that we can overcome the struggle and come back like a phoenix bird.

To Do Activity

- Identify emerging social issues in rural areas
- These issues should be related with the behavioural changes in the rural people
- Develop small cases with respect to these issues

To Summarize

There are five models of organizational behaviour. They are autocratic, custodial, supportive, collegial and system models.

- Autocratic model organizations make workers obey their managers. They are paid less.
- Custodial model managers motivate their subordinates by money.
- Supportive model managers support their subordinates.
- Collegiate model organizations consider subordinates and their managers as team members.
- Systems model organizations consider managers as facilitators and mentors.

Model Questions

1. Identify the rural issues and relate the suitable concepts for solving them
2. Study the case given below. Look into the reasons for the issues. Suggest the measures for solving them. The students can do a role play by taking the characters of farmers, policy makers in both the cases.

Questions for Thinking

1. Is organizational behaviour important for rural development? Rural development cannot be done by one individual. It involves many stakeholders, Government, NGOs, villagers, etc. This involves forming public private partnership teams involving people in education, infrastructure sector for rural development. Knowledge in OB will help to solve conflicts and understand each other. It helps one to choose the right team and group members.
2. What does OB help to achieve in an organization?
3. Can Taylors principles be applicable to current organizations?
4. Discuss the subject that contributes to the study of organizations
5. Identify a suitable model fit for Cooperatives
Cooperatives can adopt supportive model of organizational behaviour. Rural cooperatives run for the benefit of the members. For example, in milk societies, the members are farmers who may face issues like maintenance of cows (health issues). The president of the cooperatives should give medical aid to the ailing cow and support the farmer.

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Chapter 2 Individual Behaviour

In your life, you might have come across different kinds of people. For example, one of your hostel roommates may not like to share her snacks, pen, pencil, etc, with you. She might not mingle with others. So no one will talk to her or take her things. But another friend might be different. She takes care of you, helps you when you are not well. So everyone will like her. Another friend of you never answers the phone calls after 9.00 pm. Have you ever thought, what may be the reason for this difference in behaviour. In the first case, your friend might be a single child in a nuclear family, who has never had a chance to share things with others. The second friend might be from a joint family with brothers and sisters, who always takes of her siblings. Hence the family background is the reason for their behaviour. In the third case, your friend might have a bitter experience of wrong calls after 9.00 pm. Hence her bad experience is the reason for her behaviour of not answering calls after 9.00 pm. Now you can understand that environment, experience, individual factors are the parameters which form the basis for individual behaviour. Values, attitudes, perception, personality are some of the factors which determine the individual behaviour. In this Chapter you will learn about those factors in detail.

Learning Objectives

- To learn the applications of types of values
- To learn the approach of attitudes to put in use
- To know how to put appropriate attitude in job
- To understand ones and others personality
- To decipher the different personality attributes
- To know about applications of perception and how to form fruitful perception

Structure

2.1 Values

2.2 Attitudes

2.3 Personality

2.4 Personality Attributes Influencing OB

2.5 Perception



2.1 Values

Your parents, teachers, grand parents have given you certain guidelines to act in life which clearly explain the difference between good or bad. For example, your teachers, parents might have told you that honesty, hard work and commitment are good virtues and those individuals who adhere to these principles are highly valued and admired. The way in which you are brought up has large influence in instilling values within you. Gradually, you develop your own beliefs and perceptions based on education and personal experiences. These beliefs are values which shape your behaviour. This unit discusses about values. Look into the scenario 1.

Exhibit 2.1

Pooja a young woman in her 20s starts her day with prayers to God. According to Pooja, truth, punctuality, spirituality is her values. This is because from her childhood her father will never allow her to take food before prayers. In her school days, she had a subject in moral science. This subject taught her ethical and moral principles. Now as a management professional, she never tells lies and is always punctual in all her assignments.

On the same lines, organizations also identify certain values for their success. Some organizations give more importance to product quality or customer service than attracting more customers by free gifts to increase profit. These principles or standards are values which form the basic guidelines for individuals and organizations to operate in professional, personal and business environment.

Importance

As per Robbins and Judge 2013, Values are “basic convictions that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end a state of existence.” According to Schwartz (2012) values are beliefs; they concern behaviour or desirable end, transcend specific situations, guide the choice or assessment of situation and follow an order of importance. Happiness, discipline, and hardworking are some of the values preferred by individuals. Likewise, an organization has its own values. If our values differ with that of the organization, then it is difficult for us to work there. You join jobs with some preconceived ideas about what is important and not important. For example, a person Akhil, joins a marketing job thinking that he can serve the customers by selling good products. He gives importance to truth. His company gives more importance to sales than the product quality. Akhil is forced to explain about the product qualities which are not true, to the customers in order to push the sales. Now there is a difference between individual and organizational values. In this situation, Akhil will not be happy with his job. In due course, he may quit the job. Values are the basis for attitudes, perception, actions, etc. Values can bring changes in the society. Therefore, understanding human values has always been an area of interest and inquiry by researchers and practitioners.

Types

Milton Rokeach in 1973 developed the value survey instrument called Rokeach value survey (RVS). He defined values as enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to as an opposite or converse mode of conduct or end-state of existence. He classified values into two major categories namely terminal and instrumental values. He identified 18 sets of values which are applicable even today. Terminal values are the end states we decide to reach. For example, happiness, success, equality, etc are terminal values. Instrumental

values are the means of achieving the terminal values. For example, hard work, commitment, honesty, ambitious, etc are instrumental values. Table 2.1 gives 18 sets of values as per Rokeach (1973). Table 2.2 show the values preferred by managers and non-managers.

Table 2.1 The Rokeach Value Survey (Rokeach 1973)

Terminal Values	Instrumental Values
A comfortable life (a prosperous life)	Ambitious (hard-working, aspiring)
An exciting life (a stimulating, active life)	Broadminded (open-minded)
A sense of accomplishment (lasting contribution)	Capable (competent, effective)
A world at peace (free of war and conflict)	Cheerful (lighthearted, joyful)
A world of beauty (beauty of nature and the arts)	Clean (neat, tidy)
Equality (brotherhood; equal opportunity for all)	Courageous (standing up for your beliefs)
Family security (taking care of loved ones)	Forgiving (willing to pardon others)
Freedom (independence, free choice)	Helpful (working for the welfare of others)
Happiness (contentedness)	Honest (sincere, truthful)
Inner harmony (freedom from inner conflict)	Imaginative (daring, creative)
Mature love (sexual and spiritual intimacy)	Independent (self-reliant, self-sufficient)
National security (protection from attack)	Intellectual (intelligent, reflective)
Pleasure (an enjoyable, leisurely life)	Logical (consistent, rational)
Salvation (saved, eternal life)	Loving (affectionate, tender)
Self-respect (self-esteem)	Obedient (dutiful, respectful)
Social recognition (respect, admiration)	Polite (courteous, well-mannered)
True friendship (close companionship)	Responsible (dependable, reliable)
Wisdom (a mature understanding of life)	Self-controlled (restrained, self-discipline)

Table 2.2 Five Important Terminal and Instrumental Values of Managers and Non-Managers

Terminal Values		Instrumental Values	
Managers	Non managers	Managers	Non managers
Family Security	Health	Honest	Honest
Health	Family Security	Responsible	Responsible
Freedom	Comfortable Life	Loyal	Independent
Comfortable Life	Self-Respect	Loving	Logical
Self-Respect	Wisdom	Capable	Loving

Source Murphy et.al (2010)

Generational Values

Work values differ across different generations. Work values are end values which should be given to the employee (Super 1970). According to Elizur (1984) work values can also be the importance attached by the employee to certain outcomes related to attributes of work. Generations are distinct group which share a same period of birth year and life events. As per Strauss & Howe (1997), there are four different generation cohorts namely baby boomers (1943-1960), Generation X (1961-1981) and Generation Y or Millennials (1982-2004). Baby boomers are born after World War II. They are the witness of wars and conflicts in the society. They were brought up in a period where caste,

religion influenced the society (Rani and Samuel 2016). They prefer to work hard to achieve and move high in their career ladder. Similarly, Generation X was born in the period of liberalization, economic development, emergence of IT industry. Generation Y or millennial are tech savvy, born in the period of technological development and liberalization. Both generations X and Y need to work in a multicultural work environment. Each generation cohorts have different work values. Table 2.3 shows the values preferred by managers across generations.

Table 2.3 Five Important Terminal and Instrumental Values across the Generations

Terminal Values			Instrumental Values		
Baby Boomer Managers	Gen X Managers	Gen Y Managers	Baby Boomer Managers	Gen X Managers	Gen Y Managers
Family Security	Family Security	Family Security	Honest	Honest	Honest
Health	Health	Health	Responsible	Responsible	Independent
Comfortable Life	Freedom	Freedom	Loyal	Loyal	Responsible
Freedom	Comfortable Life	Self-Respect	Capable	Capable	Loving
Self-Respect	Inner Harmony	True Friendship	Ambitious	Loving	Loyal

Source: Murphy et.al (2010)

Values across Cultures

Values also differ across cultures. Hofstede (1983) explained about five different cultural values namely power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long term versus short term orientation.

Power Distance

It is the degree to which people believe that there is unbalanced distribution of power in institutions and organizations. High power distance in a country shows that there is no equal distribution of power in organization and is also accepted by the society. For example, Arab countries, Malaysia, Panama are having power distance. Austria has low power distance as per Hofstede ranking.

Individualism Vs Collectivism

The degree to which individuals are self-centered about themselves or their close family is individualism. Collectivism is opposite where individuals consider their country, department, organization and friends or relatives in general as part of them and work for their benefit and care for them. Interdependence is the basis for collectivism. Indian family is an example for collectivistic culture. The joint family system gives importance to family values than the personal happiness. Empathy, belongingness, sacrifice are the attributes of the Indian family. The children of a joint family learn these attributes and they serve as the carrier to the future generations. Whereas, the western countries like US is a country of individualism. The family system is nuclear and the family members are not interdependent. Personal growth and achievement are given importance than the family.

Masculinity Verses Femininity

It can be observed as the degree to which achievement, heroism and success are preferred for relationship or, quality of life. In a high masculinity culture, male and female have separate roles with more differentiation across genders. Society with high masculine culture, has more gender gap, men will be aggressive and money is important than relationship. In a society with feminity culture, there is no difference between male and female and welfare is important than money.

Uncertainty Avoidance

The degree to which people are comfortable with uncertainty, sudden changes, etc. The society which scores high in this dimension will not accept change and want to avoid risk and uncertainty. The society, which scores low in uncertainty avoidance are ready to accept new things and accept breaking rules.

Long Term versus Short Term Orientation

This dimension was added recently by Hofstede (2001). Long term orientation is the extent to which society values future trends and accepts change. But short term orientation is the degree to which importance is given to the past and adhering to the traditional norms. In short term oriented countries importance is given to elders, family customs etc.

In brief,

- Values are beliefs about preferences what is right or wrong.
- Values serve as the basis for attitude and perception
- Terminal values are the ends to be reached. For example, happiness, achievement.
- Instrumental values are the means of reaching the ends for example, hard work, responsibility, etc.
- Generational cohorts are groups of people born in the same period. They are baby boomers, Generation, X, Generation Y.

To Do Activity

You can visit nearby rural areas and collect information about the values practiced by the families

Values of Business Organizations		
Reliance Industries Limited	Integrity, Excellence, respect	https://www.ril.com/OurCompany/About.aspx
Hindustan Unilever limited	Integrity, positive impact, continuous commitment	https://www.hul.co.in/about/who-we-are/purpose-and-principles/
P & G	Integrity, leadership, ownership, passion for winning, trust	https://us.pg.com/policies-and-practices/purpose-values-and-principles/
Tata Group	Integrity, responsibility, pioneering, unity	https://www.tata.com/about-us/tata-values-purpose

Values - An outlook

Organizational values

Organizations develop specific values which are unique to each organization. Similarly, every individual has their own values developed through family, education, etc. It was found that the individual values should be congruent with the organizational values. For example, candidates with Individualism values are attracted towards organizations which has achievement oriented values (Harrison & Stone 2018). This is with respect to US students who are freshers interested to join a company.

Work Values

- Each individual prefers certain job characteristics he or she wants to work. They are called work values (Ross *et.al* 1999). It is of six types. They are extrinsic rewards (compensation, promotion), security (Quality of work life, permanent job), intrinsic rewards (training, curious work), autonomy (freedom to do a work, decision making), social/interpersonal relationship (team work), stimulation (inspiring work with different tasks). Organizations should assign tasks suiting to the work values. This will stimulate the employee performance.
 - It was found that the work value extrinsic rewards predicted the aspirations to become an entrepreneur and leader. Individuals placing importance to autonomy are budding entrepreneurs who can be motivated to start new ventures (Lachner *et.al* 2018).
 - Work value might develop before the first job experience and might change in due course after gaining industry experience. Extrinsic values seem to be important after entry into job and work values change with respect to different generations (Jin & Rounds, 2012).
 - Work values vary with age, education, gender and employment status (Warr 2010)

2.2 Attitudes

You read an article about the ill effects of white sugar. After that you start using brown sugar and tell your friends also to use the same. Your friend had seen a new movie and said that is not good. So you change your plan for seeing the movie. Why did you change? You develop attitudes about the white sugar, movie, based on the article, friend's opinion. You go to a hotel for the first time. You enjoy the varieties of food and are happy with its taste. You recommend this hotel to your friends. In this case you develop a positive attitude towards the hotel, based on your experience. This unit looks into attitudes, job attitudes and their types.

What is attitude? Attitudes are evaluative statements about anything. It is an opinion about people, events, things, etc. For example, if one says, I like my school; they are expressing their attitude about their school. An attitude is a point of view about a situation. Attitudes serve as a basis for our evaluation about people, events, and things.

Components of Attitude

Attitude has three components. They are cognitive component, affective component and behavioural component. Fig 2.1 explains the relationship among the components of attitudes. These components are closely related; especially cognition and affective are almost inseparable. In organizations, attitudes are important as they serve as the basis for employee behaviour. If an individual dislikes and avoids something or a person, then his attitude is very strong. Fig 2.1 shows the components of attitude.

Cognitive Component

The opinion or belief segment of the attitude is cognitive component of the attitude. The belief that my boss is partial, as he had scolded irrespective of my hard work is the cognitive component of the attitude. For example, if your seniors say that a particular teacher is not good. Then you develop a bad opinion about that teacher. But this may not be true. You will realize it when the particular teacher takes a course. Similarly, you get the opinion of your friends about a particular brand of mobile, TV, etc before buying it. Then you conclude that the brand is good or not good. It is the thinking component of attitude. This component of attitude is developed based on your experiences, opinions from friends, newspaper articles, etc

Affective Component

It is the emotional or feeling segment of the attitude. The feeling that I don't like a brand as it is not good is emotional and affective component of the attitude. Similarly, I hate the boss is the feeling component of attitude. It is the next level of attitude which is the result of cognitive component.

Behavioural Component

This component of an attitude refers to an intention to behave in a certain way towards someone or something. This attitude is the doing component of attitude. When you actually do what you feel then it is difficult to change the attitude. I am buying another brand and I am resigning the job is the behavioural component of attitude.

A positive experience may remove the negative opinion about the person or thing. When your boss sometime after the incident, apologizes for his bad remarks, you change your opinion about the boss. For example, a few years back Cadbury's was caught in an issue of worms in the chocolate in India. Then it lost the consumer confidence. Later the company changed the consumers' opinion using the brand ambassador, Amitabh Bachhan. Indian consumers would not have preferred Cadbury's, if Cadburys was not able to rebuild the consumers' confidence after the issue.

Job Attitudes

Job attitudes are the opinion about jobs. The important job attitudes are job involvement, job satisfaction, employee engagement and organizational commitment. The recent job attitude is employee engagement.

Job Involvement

It is the degree to which an individual believes the importance of his job and considers his participation as important for the success of his company. As per Lodahl and Keijner (1965) "it is the level of psychological identification with their work and the significance of that work to one's self-image". If an employee thinks that his work is important, then he is involved with the job.

Job Satisfaction

It is the positive or negative feeling about a job. This is most important attitude. It is related to the employee performance which is the behavioural outcome of an employee. Job satisfaction is positively related to employee performance. Every organization should create positive job satisfaction to its employees. A satisfied employee will work happily and contribute more to the organization. The work environment plays an important role in satisfying the employee. An employee who is satisfied with the job will remain in the job and develop commitment to the organization.

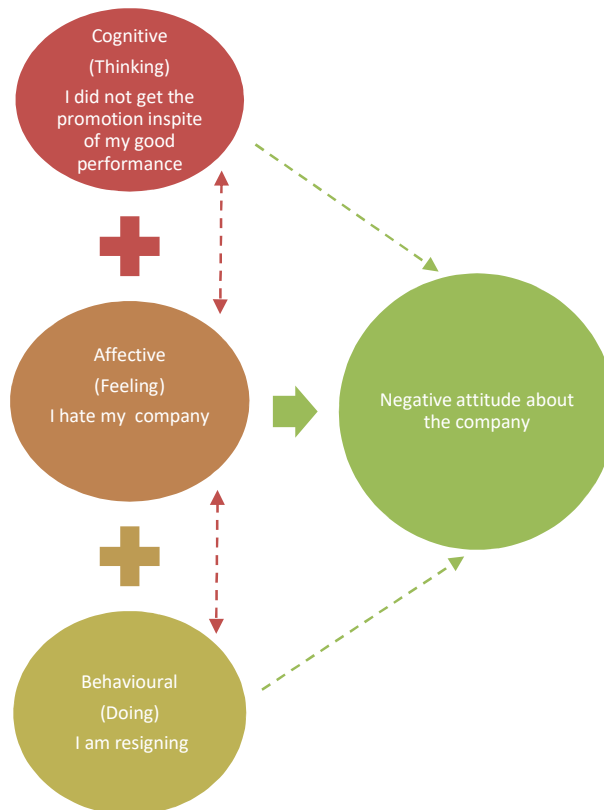


Fig 2.1 Components of Attitude

Organizational Commitment

The involvement and satisfaction of an employee with his job will increase his bonding to the organization where he works. It is the degree to which an individual identifies himself as part of the organization and is psychologically attached to an organization. Organizational commitment is a three component model (Fig 2.2) as per Allen Meyer. They are normative, affective and continuance commitment.

Affective Commitment It is the degree to which an individual is attached to the organization as he likes that organization. This is an emotional attachment to the organization.

Continuance Commitment It is the degree to which an individual is attached to the organization as his cost benefits are high. He may think that he cannot quit the organization as his perks, salary is high and leaving that will yield him a loss.

Normative Commitment It is the degree to which an individual is attached to the organization as it is a moral obligation to stay. This is a moral bonding with an organization.



Fig 2.2 Three Component Model of Organizational Commitment

Employee Engagement

It is the degree to which an employee is committed towards his organization and willing to do more for improving the organizational performance. Employee engagement can be easily explained by say, stay and strive (Pritchard 2008). Say means whether the employees are happy to recommend their company to their friends. Stay means whether they are willing to remain in the company for long period. Strive means whether the employees are willing to work more for their company. Organization adopts employee engagement systems to make their employees engaged.

Relationship between Attitude and Behaviour

It is important to understand the relationship between attitude and behaviour. Mostly, attitude leads to behaviour. The formation of negative attitude will lead to avoiding person or situation which may or may not be beneficial to the individual. For example, if an employee is dissatisfied with the job, his performance may decline or he may quit the job. In some cases, behaviour may result in attitude. The following theory explains about the relationship between attitude and behaviour.

Cognitive Dissonance Theory

In some cases, attitudes follow behaviour. For example, you might think that a particular brand is not good. You avoid using products from that brand. Now you are in need of a tooth paste. You are forced to buy that brand as no other tooth paste is available. You use it and find that the brand is good. An individual might face with incompatibility among attitudes and behaviour. Festinger (1957) formulated the cognitive dissonance theory which states that that there is dissonance between

attitude and behaviour. Individuals try to avoid that dissonance. For example, a person working in marketing hates telling lies; He is in that job for good salary and to help his family. In this situation either he has to quit the job or has to accept the fact that he has to lie about his product. People always come across this incompatibility or dissonance between attitude and behaviour. You know that having ice creams in a cold day will cause cold. In spite of that you have ice creams. You convince yourself that taking hot water after ice cream will avoid cold. In this way you remove the dissonance and convince yourself. Similarly, people who dislike others who throw waste on the road may also do the same if no garbage bin is nearby. They convince themselves that there is no garbage bin nearby. Hence people find ways to remove the dissonance between their attitudes and behaviour.

Measurement of Attitudes

Job attitudes are measured using different instruments. Different instruments are used to measure various job attitudes. Minnesota Satisfaction Questionnaire (MSQ), is one of the most popular questionnaires to measure satisfaction is other widely used questionnaires are long form and short form and Job descriptive index. Job Descriptive Index (Smith & Kendal, 1969?) has five facets of job satisfaction namely work, quality of supervision, relationship with coworkers, promotion and pay. It consists of 72 items with 'yes or no' and I don't know responses. Organizational commitment is mostly measured using organizational commitment scale (Allen & Meyer, 1990)

Attitudes – An outlook

- Attitudes serve as the basis for human behaviour
- Situational factors, experience, learning are the means for forming attitudes
- Our parents, friends, movies, television serials, news papers, advertisements shape the attitudes.
- Customer attitude towards a product/brand influence the market performance of the concerned product/brand
- Job attitudes are responsible for employees performance.
- The commitment of an employee in his job will be upgraded to his organization if the manager is using participative leadership style and supports him in all his endeavours. In simple terms managers participative leadership style influences the employees organizational commitment (Lee & kamarul Zamaan 2009).
- Organization should implement certain strategies with respect to task significance to improve the continuance commitment of the employees (Anabel *et.al* 2019).
- Internal corporate communication, knowledge sharing, continuous learning help in enhancing employee engagement. Transparent communication between the managers and the subordinates is vital in stimulating the employees to stay and work for the organization Binita & Usha 2019)
- Cognitive dissonance theory has wide applications in marketing to explain the consumer behaviour (Eser *et.al* 2011)

2.3 Personality

Everyone is different. It may be due to their appearance and their behavior. One person may be talkative and the other may be quiet. Some may be emotionally weak and some others may be strong. This unit explains why individuals are different from one another.

Exhibit 2.2 Rural Hero



Santhosh Kaveri

This is the story of a true hero from Belgaum Karnataka. Santhosh Kaveri is a young entrepreneur who helps farmers through his inventions. He had invented brake system for bullock carts, carrot cleaning machine and hot water without geyser. Basically he is from a poor family who has to walk daily 10 kms to attend school. He worked in farms from his young age as his father is a farmer. He used to get up early in the morning attend the farm work and proceed to school. He managed to complete his college education. His dream was to become an entrepreneur. He joined LEAD programme conducted by the Deshpande foundation to realize his dream. He had seen the problems of the farmers from childhood. So he wants to innovate small machines to help farming operations.

Brake System for Bullock Cart

Bullock cart is the most common mode of transport for farmers to carry their farm produce. Bullocks are tied to the cart using a rope connected through their nostrils. When the farmer wants to stop the cart he has to pull the rope and stop. But this causes pain to the bullocks. Santhosh invented a brake which can be attached to the thread operated by the driver of the cart. This is the same as that of a bike. The driver can use the brake without disturbing the bullock and the driver can use it whenever he needs to control or stop the bullock cart.

Carrot Cleaning Machine

Santhosh had seen the struggle of the farmer to clean carrots. In the traditional method, 12 people are required to clean one quintal of carrot. He invented a cleaning machine which can clean one quintal in 15 minutes and can be operated by two people. It took him 11 tries to invent the carrot cleaning machine. It is operated without electricity, consumes less water than the traditional and costs about Rs 7000-8000.

Hot Water without Geyser

He invented an eco water coil to boil water which can be used for cooking and bathing simultaneously. It is a stove top coil which is used by many hotels in and around Belgaum. The hotels can save an amount of Rs 1000 per month.

Santhosh was awarded as the best leader by Ratan Tata in 2013.

Source: The young rural entrepreneur who is helping hundreds of farmers with his low cost innovations. Shreya Pareek, the betterindia.com dated 23.06.2014

Meaning

Santhosh is not from a rich family. But how is he able to help farmers? How is he different from others? The answer is personality. It is the unique character of an individual. It is the way in which you react and interact with the environment. Personality has taken its word from the Greek word "Persona" meaning mask. So personality is the character that is expressed by the people when they interact with the environment. In other words, it is how you expose yourself to the outside world. Allport (1937) defined personality as the dynamic organization within the individual of those psychophysical systems that determine his characteristics, behaviour and thought.

Determinants of Personality

The basis for personality should be known to predict the personality. This helps in shaping the personality of individuals. Personality trainings are used to improve personality. The determinants of personality are heredity, environment and situation (Fig 2.3). Heredity determines the person's physical and mental character. The genes carry some characters to the next generation. You can see it in the behaviour of twins who share their physical identity, they also have similar habits. Environment also plays a major role in determining personality. Family, school, college serve as nurturing grounds for shaping one's personality. The way in which we are brought up decides our character. A son, who watches his father from childhood, behaves like him when he becomes a father. Situations also change the personality of an individual. A coward who is frequently threatened will gain courage at one stage and starts standing up to his bully. A low performer when placed in a group of high performers will try to work hard and become a good performer. Our experiences change our personality. This depends upon the situations you face in our life. Scenario 2 is an example.

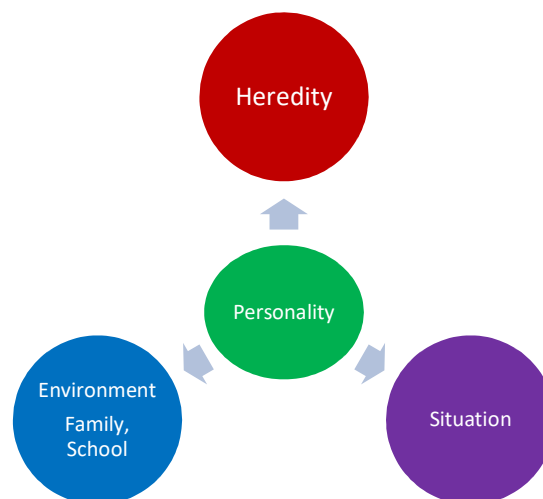


Fig 2.3 Determinants of Personality

Measuring Personality and Traits

Personality can be measured using objective and projective methods. Objective methods are self-report questionnaires. They consist of a series of questions with options. The individual has to answer the questions. His personality is determined based on the answers given by him. Some of the personality tests are Myers Briggs Type Indicator (MBTI), Big Five, 16PF, Minnesota Multi Phasic Personality Inventory (MMPI) and Eysenck personality questionnaire. Personality tests are widely used by organizations to select best candidates. The most widely used personality tests are MBTI and Big Five model. These tests yield certain personality traits. When an individual exhibits a character many times at different environments, then that character is his personality trait. According to Robbins & Judge (2013) personality traits are “the enduring characteristics that describe behaviour”. Personality traits or characters need to be known. Myers - Briggs Type indicator (MBTI) and big five model are important models which determine the personality traits.

Myers Briggs Type Indicator (MBTI)

The Myers Briggs Type Indicator is a widely used personality instrument. It consists of 100 questions. It is developed by Isabel Briggs Myers, and her mother, Katharine Briggs. It classifies personality into 16 types based on the four preferences (Fig 2.4). The preferences are given below

Extroverted/ Introverted

Individuals who are happy with the company of others are extroverts and others who like to be alone are introverts. When you interact with others, you are with the external environment. When you work yourself, when you are alone, you are internally oriented.

Sensing/ Intuiting

This is how you gather information. You are sensing when you collect information through the five senses, by looking, hearing, talking to others. You give importance to facts, experiences and evidences. You are intuiting when you look things in a different angle. You are interested in creativity, looking beyond the boundary. In general, no one can be of a particular type. In some situations, you may be sensing and in some, you may be intuiting.

Thinking/ Feeling

This attribute is how you make decisions. Thinking is deciding based on rationality and feeling is based on personal interest. You are thinking when the decision on any issue is based on common norms. You are feeling when the decision is made based on individual norms. You go to a shop with your friend, to buy her a dress. You will be tempted to buy, when you see a dress infavourite color which you already have. If you buy it, as it interested you, then you are with feeling. But instead, if you don't buy, as the dress is not worth for the price, then it is thinking.

Judging/ Perceiving

This is your attitude to the external world. You are judging, when you plan and do and keep things orderly. You are perceiving when you postpone things and do.

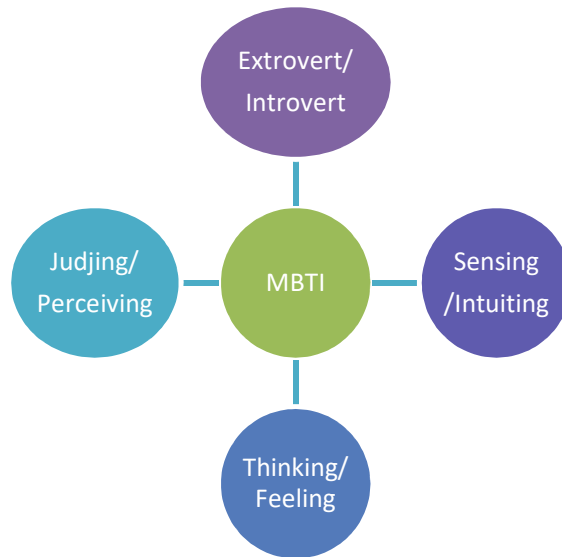


Fig 2.4 Preferences of Myers Briggs Type Indicator

Big Five Model

This is also a widely used model for measuring personality. The big five dimensions are Extroversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience (Fig 2.5). These dimensions predict the job behaviour like commitment, performance, hard work, creativity, innovativeness, etc.

Extroversion

This is the relationship with others. Extroverts are open hearted, sociable, talk freely to others. Introverts are close hearted. They never mingle with others.

Agreeableness

It is an individuals' willingness to accept others. When they accept others views, are kind hearted, they are agreeable. Individuals high in agreeableness will be kind, accessible, benevolent and will be patient listeners.

Conscientiousness

This dimension measures reliability. Individuals high in this dimension are committed, responsible, organized, and persistent. They are hard workers and disciplined persons. The individuals high in conscientiousness are good performers.

Emotional Stability

This dimension measures the ability to handle emotions. Persons high in this trait will be emotionally stable, calm and can handle stress. But its reverse nepotism is emotional instability. Emotionally unstable persons are short tempered and react sharply to others.

Openness to Experience

This dimension measures the willingness to try new things, explore new ideas, etc. Individuals high in this dimension are novel, creative, and innovative.



Fig 2.5 Big Five Model

Projective Techniques

Projective methods are used to bring out the subconscious part of the personality of an individual. These techniques are widely used by the clinical psychologists to identify mental disorders. Rorschach ink blot test and Thematic Apperception Test (TAT) are the widely used projective techniques. These tests are administered to individuals and questions are asked by the test administrator.

Rorschach Ink Blot Test

This technique is developed by Herman Rorschach in 1921. It consists of ten inkblots in cards (five in black and white and five in colour). The administrator asks the respondent to observe the design (Fig 2.6) for a few minutes. He then asks some questions. The respondent's personality will be assessed based on his answers.

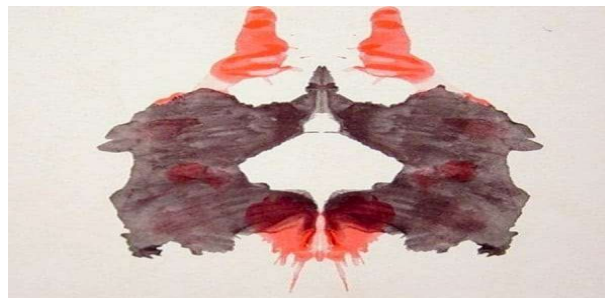


Fig 2.6 Rorschach Ink Blot Test

Thematic Apperception Tests (TAT)

TAT are founded by Murray and Morgan in 1930. The respondent will be shown a picture. He will be asked to narrate a story about the picture. His life experiences help him to tell a story. This story unwrap the conscious and subconscious part of the respondent. Based on his story his attitude, perception about others, etc will be identified.

To Do Activity

1. Collect information about best heroes in your native place. Discuss about their personality
2. write a story about the picture given below



2.4 Personality Attributes Influencing OB

Exhibit 2.3 Confidence is the Strength



Nauroti Devi (Source Tanaya Singh “From a stone cutter to a computer- Educated Sarpanch- The fascinating story of Nauroti Devi” dated 21.06.2016 in the betterindia.com)

Winning a battle is not an easy job. Success can be easy for persons who are educated and financially sound. The people in villages are neither educated nor financially sound. This situation is predominant in most of the rural villages in India. Women, especially are the ultimate sufferers in all cases.

But a poor dalit woman from Harmada village, Ajmer district of Rajasthan was able to break all barriers and rise as a successful Sarpanch of her village. She used to work in construction sites as a labourer for her living. In those days labourers were not given proper wages. She raised her voice against the poor wages by bringing all the labourers to fight the issue. A case was filed in the Supreme Court and the labourers led by Nauroti Devi won the case. This success made her to introspect herself. She felt that she was unable to understand labour laws because of her illiteracy. So she joined a six-month literacy programme conducted by Barefoot College at Tilonia which was four kilometers away from her village. She visited nearby villages, motivated the young girls to get an education. In the college, she learnt to operate computers. She raised her voice against any injustice in her village and nearby villages. She won the trust of the fellow people who encouraged

her to participate in panchayat elections. She participated in the panchayat elections and became the Sarpanch. As a Sarpanch she constructed tanks, toilets, houses for poor and did a lot of development works for her village. Now, she was unable to participate in panchayat elections because of the educational limit fixed by the government. She now trains many women, young girls in using computers. Her determination, hard work and self-confidence gave her the courage to succeed over her difficulties and reach the position of Sarpanch.

What is the secret of Nauroti Devi's success? Her personality traits, hard work, self-determination, risk taking, proactive personality helped her to become a Sarpanch and serve her village.

This unit is a continuation of the previous unit and discusses about the personality attributes influencing the behaviour in an organization. The other personality traits besides the big five model are self-core evaluation, Machiavellianism, Narcissism, self-monitoring, risk taking, proactive personality (Fig 2.7).

Self-Core Evaluation

The judgment one individual has about himself regarding his capabilities, competencies and considers himself as worthwhile. This is the self-confidence of an individual. Positive thinking about one self will help him to achieve his goal. This trait is positively related to employee performance, job satisfaction. But thinking too positive will also lead to the downfall of a person. In the Scenario 3, Nauroti Devi had a good opinion about herself. Her positive thinking about computers helped her to learn in her old age. This confidence made her to teach other young women about computers.

Machiavellianism

Machiavellianism is the degree to which an individual is self-oriented, try to use short cuts and mould things for their success. They tend to manipulate things for their personal benefit. Individuals who score high in Machiavellianism are termed as High Machs. This personality trait is named after Niccolo Machiavelli who wrote about how to gain by using power. The ends should justify the means for high Machs. They will work for personal credit. High Machs are achievers as they want to reach good positions. They are high performers. They cannot be good decision makers as they decide for their personal benefit foregoing the benefit of the organization. They will forget the people who helped them. They can face challenges and are risk takers for personal success. They can be good team leaders as they know how to use power for achievement. Mach IV (Christie & Geis 1970) is a 20 item scale used to measure machiavellianism.

Narcissism

This personality trait is named based on the Greek myth of Narcissus who loved his own image. A narcissist is a person who admires himself and who wants to be the centre of attention always. They are selfish and want to be leaders. Hitler was a narcissist who wanted to conquer the world as he thought he was the best leader. CEOs who are narcissist may lead to employee turnover. An individual can express or not express narcissism. Narcissism is of two types, namely, overt and covert narcissism. Overt narcissism is expressed and arrogance, excessive self-esteem, violence and grandiosity are overt narcissism (Luchner et.al 2011). Covert narcissism is not expressed and vulnerability, low self-esteem and hyper sensitivity are covert narcissism (Luchner et.al 2011). Narcissists reach top positions as they are interested in self-admiration and love power (Campbell

et.al (2011). They are competitive autocratic leaders and suppress their subordinates (Blair et.al 2008).

Self-Monitoring

It is the unique adjustments one makes with one's external environment. As per Snyder, (1974) self-monitoring is "the extent to which individuals monitor adjust and control their behaviour based on how it is perceived by others." An individual high in self-monitoring can adjust with the environment in which they operate. High self-monitors understand their working environment and try to adjust their behaviour to make themselves acceptable (Gangestad and Snyder 2000). Some individuals will show their true face in all situations. They are low self-monitors who don't like to exhibit false faces to impress others. Organizations are not unique. Employees who can adjust their behaviour with the environment can give high performance in organizations. Self-monitoring personality can be measured using self-monitoring scale developed by Snyder and Gangestad (1986). It has 18 items which is to be answered as true or false.

Risk Taking

Successful entrepreneurs are risk takers. They tend to accept the challenges in their business. This character may yield good results, but may also yield the opposite. Scenario 3 tells about rural woman who took risk as a Sarpanch in a male dominated society. These cases are inspirational particularly for youngsters who are the future citizens of India.

Proactive Personality

There are some people who plan for their future and save to tackle adverse conditions in future. They are proactive personality. They take initiative and help others. They are positive change agents whose presence will be beneficial for an organization. They take precautions for adverse conditions. But some are passive and wait till something happens.



Fig 2.7 Personality Attributes

In short

- Self-core evaluation is positive thinking about one's capabilities and talents.
- Self-monitoring is the tendency of an individual to adjust with his environment
- Narcissists are self-admirers who love themselves
- Machs manipulate things for their personal growth
- Proactive personalities are planners who plan for future.
- Risk taking is willing to take a risk

Personality –An outlook

Personality can be known by two approaches viz; structure and process (Baumert *et.al* 2017). The structure of personality consists of personality traits and its ranking. The process of personality is about association between behaviour and characteristics of a situation and the mechanisms that produce behaviour. Mechanisms that result in a behaviour are related to cognitive and social. For example, perception, motivation, emotions, thought process serve as mechanisms to induce behaviour. Most of the studies on personality concentrate on structure of personality as what we have discussed in the above chapter on personality. But the process approach and the social cognitive mechanisms need to be studied to understand how an individual interprets and react to a situation.

Motivation an important intervention for inducing positive behaviour can also be used to learn about personality (Virgil Zeigler *et.al* 2019)

2.5 Perception

When you see or hear something you have some understanding about it. This is known as perception. This unit deals with perception.

Meaning

Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to the environment. It is how individuals, understand what they see and hear. This understanding forms the basis for their behavior to the environment. People behaviour is based on their perception of what reality is, and not on reality itself. A number of factors operate to shape and sometimes distort perception.

Factors Influencing Perception

When an individual looks at a target and tries to interpret what she/he sees, interpretation is influenced by the personal characteristics of the perceiver (Fig 2.8). Personal interests, attitude, and experience influence the perceiver. Characteristics of the target being observed also influence what is being perceived. In a group, the people who are beautiful, whose voice is loud are prominently watched by others. The time at which the perceiver sees the target also influences the perception.

For example, the behaviour of a teacher with the student in a classroom and at their home may vary, same person, same target, but the situation varies.

Shortcuts in Judging Others

When an individual judges others, certain shortcuts are generally used. Understanding those shortcuts or biases is essential to avoid mistakes. Some of these shortcuts or biases are selective perception, halo effect, contrast effect, projection, stereo-typing and person perception

Selective Perception

The individual will tend to perceive things according to his/her beliefs more than as they actually are, and react accordingly. Selectively interpreting what one sees on the basis of one's interests, background, experience and attitudes is selective perception. Much of this process is psychological and often unconscious. For example, when you go to a shop, among the different items displayed, you are able to identify the item which is your favourite. Locating a relative in a different group, identifying the dress with the color you like in a shop are some of the other examples of selective perception.

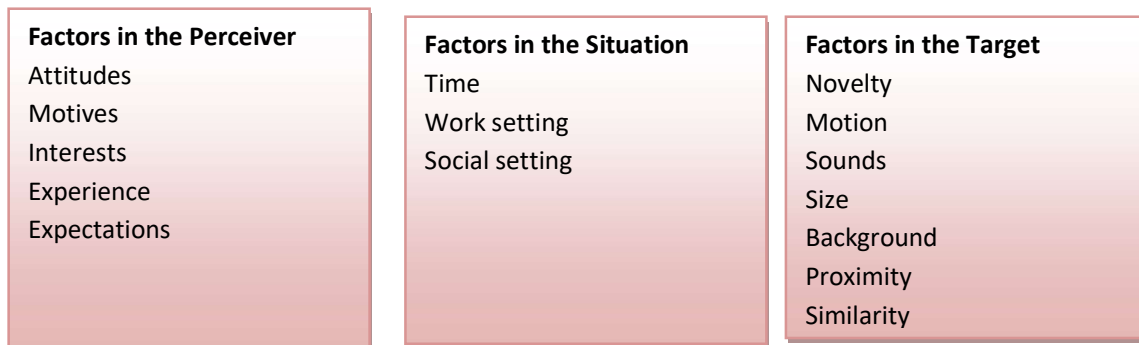


Fig 2.8 Factors Influencing Perception

Halo Effect

The halo effect is about with judging or evaluating a person, place, or event by a single trait or experience. This overall impression can be good or bad but will prejudice our further involvement with the stimulus. Drawing a general impression about an individual on the basis of a single characteristic is halo effect. When we consider a person good (or bad) in one category, we are likely to make a similar evaluation in other categories. If the teacher is impressed by a student's performance, the teacher thinks that the same student is good in all aspects including the character.

Contrast Effects

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, is contrast effect. Illustration in an entertainment show, if first three performances are boring, the viewers may expect that that the fourth may also be boring, so, they may leave the hall without seeing the fourth performance but it might turn out to be very good. Here, the audience missed the good show because of contrast effect. So, good shows should always be allowed to perform first.

Projection

Attributing one's own characteristics to other people is projection. When an individual is honest he/she thinks that all others are also honest. In a group, if you have a sweet tooth you think that all other group members also have the same, but it may not be true. A person who cheats others will think that all others will be cheaters.

In Mahabharata, Dhronacharya, the guru of the Pandavas and Kauravas wanted to show the difference of character between Dharma and Dhuriyodhana to Bishmar. So he asked Dharmar to find a bad man in Hastinapur, but after touring the entire city, Dharmar said he is not able to trace even one bad man. But when Dhuriyodhana was asked to find a good man, he told that all citizens of Hastinapur are bad. This is a classic example to understand the concept of projection.

Stereotyping

Stereotypes are generalizations about individuals based on the group to which they belong. For example, one study of stereotypes revealed that Americans are generally considered to be friendly, generous, and tolerant, but also arrogant, impatient, and domineering. Asians, on the other hand, were expected to be shrewd and alert, but reserved. Clearly, not all Americans are friendly and generous; and not all Asians are shrewd. If you assume you know what a person is like, and don't look at each person as an individual, you are likely to make errors in your estimates of a person's character. Judging someone on the basis of one's perception of the group to which that person belongs, is stereotyping. For example, considering all boys as bad, all kids as mischievous, are all stereotyping. Gender based stereotypes, racial stereotyping are some of the examples.

Person Perception

This is how we process information about others. The impressions you make about other people when you meet them is person perception. You make impressions about others by means of our experiences, situation, and personal character. For example, you read some information in the newspaper about a person, you perceive about him by the presentation of facts in the news. The roles, social norms, physical cues also help us in framing impressions. For example, you know how a teacher should be, what their roles are, based on this, you process the information about a teacher who teaches us and form an impression about her.

Attribution Theory

Attribution theory explains how to see the reasons for an individual's behaviour. It reveals how you judge people based on their attributions. For example, if an employee is late to office, the manager has to analyse the reasons for his lateness. He can identify if the lateness is internally or externally attributed.

If the employee is late due to a valid reason like road blockade, vehicle repair, then the lateness is externally attributed. He had come late due to the external environment. This can be found by analyzing his past behaviour. If he comes late to the office daily, then the behaviour is internally attributed. External attributions are beyond the individual control and internal attributions are within the limits of the individual. Distinctiveness, consensus and consistency are three underlying factors which determine the attribution.

Distinctiveness An individual shows different behaviour in different situations. For example, is the employee coming late to the office is always late in completing the assignments? In this case distinctiveness is low and the behaviour is internally attributed. But if the individual who came late is completing his assignments on time, then distinctiveness is high. The behaviour is externally attributed.

Consistency is the similarity in behaviour over a period of time. Consistency is high if the employee comes late, is always coming late. Then the behaviour is internally attributed. Consistency is low when the employee is late rarely and the behaviour is externally attributed.

Consensus is the similarity of the behaviour of all the employees. Consensus is high when all the employees were late due to traffic jam. High consensus is external attribution and low consensus is internal attribution.

Fundamental Attribution Error The tendency to undervalue the external factors and give importance to internal factors.

Self-Serving Bias means the tendency to give importance to external factors and undervalue the internal factors. Students blaming the question paper and the teacher who corrected the papers for their low grade is self-serving bias. Asians have self-serving bias as they blame others for any loss.

To Do Activity

- You can identify a rural development policy announced by the government
- Identify the ways to create positive opinion about the policy by the rural people. For example, advertisements, street plays, etc.
- You can identify ways to impress the rural people. This is related to impression management an application of perception.

In short,

- Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to the environment
- The factors in perceiver, target and situation influence perception
- Selective perception, halo effect, contrast effect, projection and stereotypes are the shortcuts in judging others.
- Person perception is the impressions made about others based on experiences, physical cues, social norms, etc.
- Attribution theory reveals how to judge people behaviour based on the attributions
- Distinctiveness is the tendency of an individual to be different in different situations
- Consistency is the degree to which individuals show similar behaviour in all times
- Consensus is the tendency of similar behaviour with all individuals

Perception- An outlook

- Application of perception is wide which ranges from employee selection, employee performance, advertising, etc.
- The factors influencing perception need to be considered while designing advertisements.
- Impression management is a concept of perception. It is the tactic used to show the positive side to a person to whom one need to convince.
- Impression management tactics are used in interviews. Self-focused and other focused are some of the tactics of impression management.
- Self-focused tactic is the tactic used by the candidate which leads the conversation during an interview in the areas which the candidate can perform well (Kacmar *et.al* 1992). For example, self-promotion is an example of self-focused tactics through which a candidate expresses past accomplishments to attract the interviewer. This tactic when applied by the candidates yield positive result of getting hired (Amy kristoff,*et.al* 2002).
- An employee might exhibit desirable qualities as preferred by the top managers as a self-focused tactic to impress the higher officials. This might be early to work and return home late. This is to show that the employee is a committed worker.
- Employees with traits of extraversion and agreeableness tend to use self-focused tactic than others.
- Other focused tactics are attracting the interviewer by agreeing with his views, etc.
- Employees high in conscientiousness who are committed hard workers create positive impression and are predicted to use other focused tactic

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Chapter 3 Group Behaviour

Introduction

Individuals form groups and live in groups. You will be efficient if you work in groups by sharing information and building relationships but it is extremely challenging to be part of a group. Therefore, it is imperative to understand how people behave in groups. This Chapter deals with group behaviour.

Objectives

- To enable students to behave judiciously in professional groups through good decision making ability by deciphering the group structure
- To know how to handle smartly conflicts
- To enable students, the right and tactful way to do negotiation
- To know the strategy of team development by making the team effective and efficient

Chapter Structure

3.1 Foundations of Group Behaviour

3.2 Stages of Group Development

3.3 Group Structure and Group Decision Making

3.4 Negotiation and Conflict Management

3.1 Foundations of Group Behavior

A group is formed when two or more individuals join together. Generally, there are two groups, formal and informal groups. Formal groups are bound by structure, rules, norms, etc. But informal groups are not governed by any rules or structures. It occurs organically. A person mingles with his coworkers, classmates, seniors; they have fun together; go to parties, lunch etc. This develops networks, contacts which is important in a social environment. Why do people join groups? What are the reasons? People feel happy when the Indian cricket team wins. You feel that you are also a part of them. When someone joins a firm, they seek friends. This is important for them in a work environment. This unit discusses the group behaviour.

Exhibit 3.1

READ is an organization which initiated the formation of Self Help Groups (SHGs) in Tamil Nadu in 1997. To begin, five SHGs were formed in Andhi madam block of Ariyalur district in Tamil Nadu. Tamil Nadu Corporation for the Development of Women Limited, assists in forming SHGs through its MahalirThittam project. READ helped SHGs to form micro enterprises like soap making, cashew processing, candle making, etc. More women are benefitted from this programme. Women who came from a poor background joined the SHG, got loan and bought goats. They were able to save for their future with this small investment. Different social groups prevail in rural areas for maintaining the environmental and economic sustainability. Self Help Groups (SHGs), Farmers Interest Groups, Tribals, are some of the groups prevalent in rural India. SHGs and FIGs work for self-development and indirectly contribute to rural development.

Self Help Groups (SHGs)

Self Help Groups are voluntary associations of people with a common back ground who join together for mutual benefit. They are formal groups in rural areas for self-development. SHGs are formed by women or men for economic benefits. People from low or poor financial background join together and form SHGs to meet their financial goals. SHGs can have 10 to 12 members. They promote small savings among the members and they save in a bank. This amount will be given as loans to the members. They elect a leader among themselves. This concept emerged to save rural poor from money lenders. Being in a successful group, gives women more confidence, security and increased the self-esteem. Some groups engage in business activity. They meet regularly and record their meetings. Several non- governmental organizations help in forming self-help groups. The opening case in the unit discusses about a Self Help Group in Tamil Nadu. READ helped women to form micro enterprises for their livelihood.

Farmers Interest Groups

Farmers Interest Groups are a group of farmers who join together to grow the same commodity for the benefit of getting a good price. They manage independently with a common goal. Group leader, deputy group leader, treasurer and book keeper are some of the roles in Farmers Interest Groups (FIG).

Tribes

India is a rich land with natural resources. Each state is unique in its resources and people. Tribes are a unique group of people specific to a particular geographic area over many generations. They are spread across different parts of India. They have a specific language, culture and life style and they protect nature. India has the largest population of tribals in the world. 90 % of the population of Arunachal Pradesh, Mizoram, Nagaland are tribals. Ten percent of the population in Central India is tribals, followed by six per cent in Karnataka and Andhra Pradesh and one percent in Tamil Nadu and Kerala. The knowledge about the behaviour of tribal people will help rural managers to serve them and work for their benefit.

Why People Join Groups?

SHGs, FIGs, etc are some of the groups found in villages. The reason for joining the groups is essential to understand the group development, structure and decision making. People join groups for status, security, goal achievement, power, affiliation, self-esteem, similarity, distinctiveness, and uncertainty reduction(Fig 3.1).

Status People who are financially sound want to be recognized by others and expect a position in society. For example, membership in Lions club, Rotary club gives status and a symbol of being in an elite group.

Security Some people join in certain groups for protecting their rights. For example, working people want their rights to be protected. They need a common forum to express their voice. So they form workers' union. Membership in unions gives the workers a feeling of security. Bharathiya Mazdoor Sangh, All India Bank Officers Confederation, and All India Postal Employees union are some of the trade unions in India.

Goal Achievement People join groups for reaching their goals. In villages women join SHGs for self-development. Quality circles are groups of workers who join together to solve performance problems.

Power People join some groups so that it gives them power to claim their rights. For example, trade unions give the workers security and power to express their opinions and get benefits. Workers join trade unions as they form a strong group to voice their issues to the management.

Affiliation Some people join groups for friendship, as membership in groups helps for developing more interpersonal relationship. Besides, they need friends for social interactions.

Self Esteem People find some self-respect when they are in a group. An engineer is confident when he is among a group of engineers. In some cases, people join some groups for prestige. For example, membership in lions clubs, rotary clubs improves the self-image in the society.

Similarity People who have similar ideas, mingle very easily. People who are of a similar age, gender, and experience merge quickly. They find themselves comfortable in the company of similar demographic characters.

Distinctiveness People think that their group is different from others. They tend to differentiate their group from others. The above reasons are why people join groups. Friends, unions, work group are unavoidable groups for every human being. Friends group are formed based on personal interest. People with similar ideas, experience, quickly become friends. Membership in trade unions is a requirement when you join a company. It helps to develop contacts and improve the interpersonal relations among the employees.



Fig 3.1 Reasons for Joining Groups

Classification of Groups

As discussed above there are two main types of groups. They are formal and informal groups.

Formal Groups These groups are formed with proper structure and have a common objective to reach. Franz (2012) has said that these groups are governed by authority for some members to designate the group roles. As per Hicks (1979), formal groups have the following characteristics

- Authority, goal, task, responsibility are clearly framed and allocated to the group members
- The interrelationships among the group members are regulated.
- Group structure is planned and cannot be modified in the later stage.
- The membership is obtained regularly in time.

Informal Groups These groups have no proper structure and are formed naturally to satisfy individual wants and desires. The members try to have similar culture, values which serve as a basis for forming the group. According to Fuji shin (2013), they have a specific communication system to communicate among themselves. This will help them to inform their members when they have some issues. A formal group may contain some informal groups.

3.2 Stages of Group Development

There are different stages in forming groups. There are different theories stating the development of groups. But the model given by Tuckman is the most popular. They are forming, storming, norming, performing and adjourning stages.

Forming Stage The first stage of group development is the forming stage. People create interest of forming groups. They choose members and try to bring them together for creating groups. Rules, choosing a leader, purpose of forming group are not clear among the group members. When the members feel that they are part of the group, they start fighting for the responsibilities in the group.

Storming Stage In this stage, conflicts arise among group members for choosing the leader, deciding the norms, etc. Here the members will try to show their dominance to control the group.

Norming Stage The conflicts among the members get reduced. They realize the importance of the group. They choose their leader and settle in the group

Performing stage Groups start functioning in this stage. The members work together to achieve the goal of the group. This stage will be the last stage for permanent groups.

Adjourning Stage Temporary groups start dismantling themselves, after reaching their goal. Some members might worry of moving away from that temporary group because of the emotional bonding they have developed with the other members. This stage involves assessment of the performance and getting the benefits and closing the group.

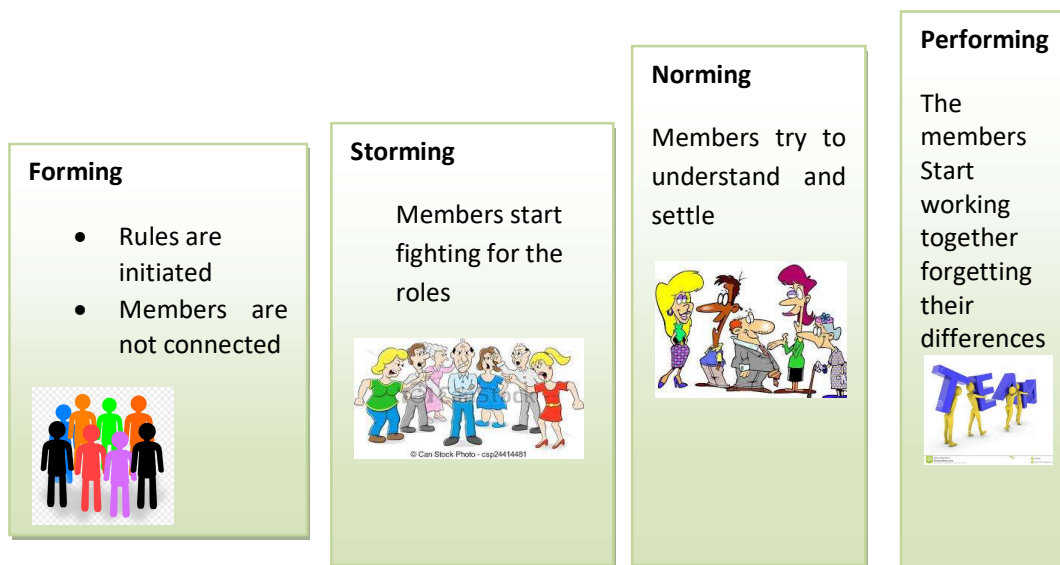


Fig 3.2 Stages of Group Development

In brief

- Two or more join together to form groups
- Formal groups are bound by structure, rules and norms. Informal groups are formed naturally. Example group of friends.
- People join groups for status, security, goal achievement, distinctiveness, power, affiliation, self-esteem.
- Forming, storming, norming, performing and adjourning are five stages of group development

To Do Activity

Learn about different tribal groups in rural India.

3.3 Group Structure and Group Decision Making

Groups need a specific structure for their functioning. This unit discusses about the group structure and how groups make decisions.

Group Structure

Group structure (Fig 3.2) is the layout of a group. The layout of a group is the combination of norms, behaviour, roles, social status cohorts which form the base for a group to achieve its functional goals. The common attributes and characteristics help in organizing the group members without any internal conflicts.

Roles

Roles are assigned behaviors to perform in a group. Every member has their role to play for the functioning of the group and its success. What a member expects to play in a situation is role perception. Role expectation is what others think that a member should do. A group must have task roles and relationship roles for smooth functioning of the group. The role which is related to performing and accomplishing a task is referred as task role. For example, coordinator, elaborator, etc. are task roles. The role which is related to interpersonal relations among the group members is relationship role. For example, encourager, mediator, spokesperson, etc. are relationship roles. Sometimes a member plays multiple roles which may lead to role conflict. Role conflict occurs when a member does not understand which role to perform in a situation. A member must have clear idea about his role in a group. This is called role clarity. A member must know which role is important for a specific situation. This helps to avoid role conflicts. For example, if your mother is your professor and if you score less marks. She must know whether to act as a professor to you giving the correct marks as per your performance or your mother by giving high marks irrespective of your poor performance. This is called role clarity. In college she must be your professor and at home, your mother.

Group needs different task roles to be performed for its success. Group task roles as per Benne & Sheats (1948) are Initiator- contributor, information seeker, opinion seeker, Information giver, opinion giver, elaborator, coordinator and orientor. An initiator in a group opens new ideas, suggestions for the benefit of the group. The seekers (information and opinion) of the group want explanation for the information given and the underlying values of the group goals. The givers (information and opinion) explain the facts, information and express their opinion about the new ideas. The elaborator spells out the suggestions and elaborates the benefit for the group. Coordinator coordinates the members in achieving the goal. Orientor explains about the present status of the group in achieving the goals.

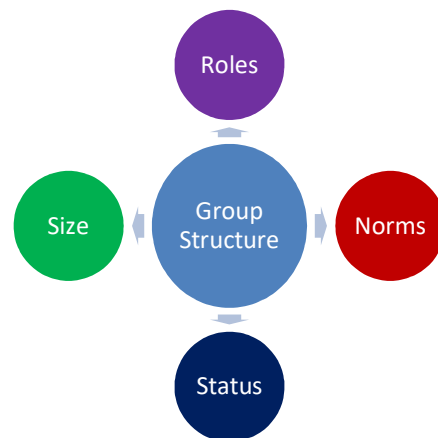


Fig 3.3 Group Structure

Group Task Roles

Initiator- Contributor suggests or proposes to the group new ideas or a changed way of regarding the group problem or goal.

Information seeker asks for clarification of suggestions made in terms of their factual adequacy, for authoritative information and facts pertinent to the problem being discussed.

Opinion seeker asks not primarily for the facts of the case but for a clarification of the values pertinent to what the group is undertaking or of values involved in a suggestion made or in alternative suggestions.

Information giver offers facts or generalizations which are “authoritative” or relates his own experience pertinently to the group problem.

Opinion giver states his belief or opinion pertinently to a suggestion made or to alternative suggestions. The emphasis is on his proposal of what should become the group's view of pertinent values, not primarily upon relevant facts or information.

Elaborator spells out suggestions in terms of examples or developed meanings, offers a rationale for suggestions previously made and tries to deduce how an idea or suggestion would work out if adopted by the group.

Coordinator shows or clarifies the relationships among various ideas and suggestions, tries to pull ideas and suggestions together or tries to coordinate the activities of various members or sub-groups.

Oriente defines the position of the group with respect to its goals by summarizing what has occurred, points to departures from agreed upon directions or goals, or raises questions about the direction which the group discussion is taking.

Adapted from Benne and Sheats (1948)

Norms

Norms are specific standards which the group members are expected to adhere to. This helps to control the group as it defines what is to be done and what not in certain situations. Norms are framed after discussion among the members. They decide about the group member's dress code, sharing resources, rewards, etc. Prescriptive norms say what can be done in a situation. For example, reward sharing among the group members. Proscriptive norms say what should not be done in a circumstance. For example, members should not interrupt when others are talking in a group meeting. Descriptive norms indicate what members will do. For example, members attending meetings regularly on time congratulating the new leader, etc. Appearance norms give the dress code to the group members. So norms help to operate the group and control the group members.

Status

Status is a position given to the members of the group. This depends on member's ability to achieve the group goal, member's personal characteristics and his influence over getting resources for the group. The intelligence, skill, leadership quality of a member gives him high status in the group. Members with high status have the liberty to interact more and decide on critical issues. Besides, they might deviate norms for their personal gains.

Size

The size of the group can influence the group performance. Smaller groups tend to perform better than larger groups. However, larger group can solve problems better than the smaller groups. Nevertheless, individual members contribute more in a smaller group than in a larger group. People put more effort when they do a task as an individual but give less effort when they do the same task as part of a group. For example, in a rope pulling game, two groups pull the rope in opposite sides. Each member of the group will not pull the rope using their full strength. But when two people pull the rope in the opposite directions, each one, pull the rope with their full strength to win the game. This is called social loafing. Social loafing is the tendency to perform less in a group than to perform as an individual.

Group Decision Making

Different techniques are used for decision making in groups. Members interact among themselves and take decisions. Brain storming, delphi technique, nominal group technique and electronic meeting (Fig 3.3) are some of the group decision making techniques.

Brain Storming

Members are requested to express their ideas freely. The leader explains the problem to be discussed and members give their ideas without any inhibitions. This induces novelty and brings in transparency and multiple perspectives. The ideas are not criticized by any member. However, this technique is time consuming as getting consensus among the members become challenging in such open discussions. Brain storming will be successful for specific problems. This can be applied for conducting an event. Each member can be allocated an activity. They can be given free hand in completing their activity.

Delphi Technique

Delphi technique is getting opinions from experts. It is not necessary for the experts to be physically present to give their opinion. The problem is divided into questions and these are sent to the experts and the answers are analyzed by a coordinator. The feedback is sent back to the experts for their opinion. The process is again repeated if agreement is not reached among the members.

Nominal Group Technique

The group convenes a meeting for taking decisions. The problem is presented before the group. The members are given time for thinking. Then they are given time to write down their suggestions. After the stipulated time members have to present their ideas. Then they discuss about each idea. Each member ranks the ideas based on their opinion. In the end, the idea with highest aggregate rank based on the members' rank is selected for implementation.

Electronic Meeting

Members express their opinion in the computers individually allocated to them. Anonymity of the suggestions is maintained. The suggestions are projected on to a screen. The members freely express their ideas as the contributor of the idea was not known to all. Aggregate voting is done for selecting the idea. The process will not be interrupted as the members are not discussing the idea. But this process takes more time to complete. Group decision making may lead to group think and group shift. Group think happens when members are not expressing their idea due to shyness or any other reason. These members accept the decision, even if they disagree personally. In this case the individual group member hides his personal opinion and is forced to accept the group decision. Group shift happens when an individual member sticks to his point of view and does not change his stand for other members of the group. Group think and group shift puts pressure on the individual member. In group think, the member accepts the group's decision keeping his views aside so as to maintain the harmony within the group. But in group shift, the individual stick to his views and takes risk in maintaining his view point. Group shift or groupthink occurs based on the types of members and their interrelationship.

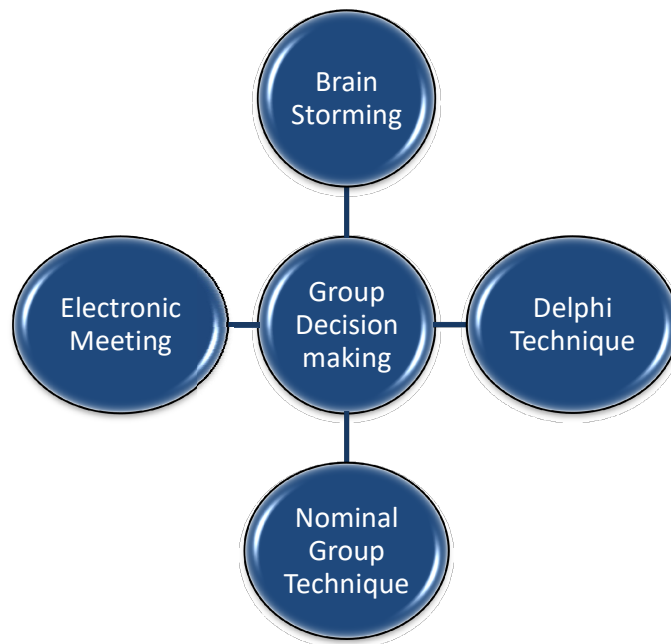


Fig 3.4 Group Decision Making

In short,

- Group structure is the layout of a group which comprises of roles, norms, status.
- Roles are expected behaviour from a member
- Norms are standards to be followed by a member
- Status is a position given to a member
- Brain storming, Delphi technique, nominal group technique and electronic meeting are different techniques of group decision making.

Case: The Rebirth of the Tradition



Ghater

A successful group of Lambadi women, have brought back the glory of their unique embroidery called Ghater. This helped them to stop migrating to nearby districts in search for jobs. They are nomadic tribes from Rajasthan who moved to Southern India. They are called as banjaras in the neighboring states.

In Tamil Nadu, Lambadis live in the Sittilingi valley of Dharmapuri districts. Dharmapuri women used to migrate to Tirupur in search of jobs in textile mills or construction sites. Men used to move to Kerala in search of jobs. Lambadis own one or two acres and their agriculture are dependent on monsoon rains. They migrate as income from farming had reduced due to water shortage. Petiya a single coloured skirt, thecholia and the scarf is the traditional dress of Lambadi women. The petiya and the cholia has rich embroidery in the waist. Fine stitches with geometric patterns are the unique embroidery called Ghater. Jaali, Potahbandhanvela and eksuigaad are some of the distinct stitches of Ghater. But the women stopped wearing their traditional dress with rich embroidery to fit themselves to the local people of the nearby villages. But Lambadi swear their traditional dress during marriages.

Due to these reasons, by the time only Gammi and Neela, the Lambadi women of 70years alone know the Ghater embroidery. At this stage, a Gynecologist named Lalitha along with her husband came as a savior for the Lambadis. She instituted Tribal Health Initiative in the Sittilingi valley. She noticed that women frequently migrate to other places and come back with infectious diseases. To prevent this, she convinced the older women Gammi and Neela to teach embroidery to the younger Lambadi women. Besides, she gave them Rs one lakh as the seed money. Initially Gammi and Neel taught for 10 women and the news spread. They formed Porgai Artisans Association which got government approval in 2009. At present, 60 Lambadi artisan women are practicing ghater. The embroidery is now sold in exhibitions and retail outlets. Each woman earns Rs 7000 to Rs 8000 based on their time spent in Ghater. The association gives wages to the workers and the rest of the money is spent on threads, needles and mirrors. The association has a tailoring unit. The embroidery is used to make bags, sarees, kurtas, cushion covers, shirts, etc which has a huge demand in the retail market. The association conducts embroidery classes for Lambadi women. Now Gammi and Neela

are the happiest people as they gave life to their dying art. Besides, happiness is seen in the faces of the Lambadi women as they are not migrating in search of work and are able to take care of their children.

Source: Pritivi David “story from Dharmapuri, Tamil Nadu Stitching together an Upturn in Sittilingi valley” in People Archive of Rural India dated 14.12.2018.

To Do Activity

Part A

Identify a common task, for example classroom maintenance. Identify different activities for classroom maintenance. Then, form groups and allocate the activities to each group. Identify a group leader. A common leader for all the groups must be identified. The common leader should evaluate the group performance and give marks.

Part B

The second time, each group leader should assign individual responsibility for each member. The common leader should evaluate each group by giving scores to the individual responsibilities of the members of the group and pool the scores of all the members.

Part C

After evaluation, each group should discuss among themselves the reasons for the difference in scores taken by them. Then they should present their comments before the teacher.

3.4 Negotiation and Conflict Management

Negotiations and conflicts are important phenomenon which occurs among human beings. Conflicts occur especially in rural areas while sharing resources, during festivals, etc. This unit discusses in detail about negotiations and managing conflicts.

Negotiation

Negotiation occurs wherever interactions happen around sharing of resources. This is interaction among people to reach an agreement. It is often seen in shops where you bargain for a better price, workers negotiate with their bosses for bonus, managers negotiate for reaching a consensus about a problem, farmers negotiate for sharing of water and land, villagers negotiate with the government for land acquisition to lay railway lines or building dams. Negotiation is a process by which people decide on sharing resources or fixing prices or anything. It is defined as an interaction process by which two or more parties with conflicting interests discuss and solve their problem through joint action (Lax & Sebenius 1986). Hence negotiating situation needs the following features as per Lewicki, Saunders & Barry (2014); a) conflict of interest b) interest of all the parties to solve the issue and gain maximum benefits c) give and take process d) tangible and intangible issues to discuss e) keen to maintain relationship with all the parties Bargaining is a component of negotiation. The outcome of negotiation will either be positive or negative. The outcome of negotiation may disrupt the interpersonal relations among the negotiators.

Negotiation Process

Negotiation process consists of four phases. Planning, framing rules for negotiation, bargaining and closing the deal is presented in Fig 3.4. These phases give an idea of how to proceed with the negotiation. This understanding is important to win the negotiation.

Planning

Before starting the negotiation, one should assess the reasons for negotiation. What is the purpose of negotiation? The objective of negotiation should be clearly framed. Then the points for discussion to strengthen the objective should be identified through different sources. For example if it is a sales negotiation between a farmer and a trader, the farmer wants the right price for his crop and a trader wants to pay minimum possible amount for the crop. In such a case, the farmer should be aware of the market value of his product; background information like available channels of distribution, the price paid by the consumer, the other sources of the product should be collected to make the sales negotiation successful. The details of the other party should also be known with respect to his negotiation objective.

Framing Rules of Negotiation

The rules for negotiation should be identified. This is to make the negotiation smooth and without any disturbance. The rules related to choosing the participants, venue, etc. help for effective negotiations.

Bargaining

This is the most crucial stage in the negotiation. The agreed parties come to the negotiating table to finalize their deals. Deciding the bargaining strategy is important for winning the deal. The strategy can be integrative or distributive.

Distributive bargaining is the strategy which benefits one party at the cost of the other party. For example Raghav negotiates with Sunith to sell his produce. Now Raghav fixes a price for his produce and start the negotiation. Sunith reduces the price from what Raghav fixes. Now if Raghav accepts, then Sunith wins and Raghav loses.

In a negotiation, negotiators come with an objective. Each party has some disadvantages which may force them to accept other party's deal. This is termed as the reservation point beyond which a party cannot go down. For example in sales negotiation, if A starts the price by setting a upper limit target point at Rs 1000 per quintal for his produce. He also fixes the lowest limit for accepting the payment at Rs 850 per quintal. This lowest point is the reservation point beyond which (less than Rs 850), he cannot accept. Similarly B might think that he is ready to pay up to RS 900. It is his reservation point beyond which he cannot pay. Now the actual bargaining point will be between the target point and the reservation point. In this case it is between Rs 900 and Rs 850. In this bargaining, the person who starts first will be the winner; it can be the producer or seller.

In job negotiations, if the candidate is given the opportunity to express his compensation. Then he can start from the maximum amount quoting his talents. In other cases one can argue for his target point if he finds the disadvantage of the other party.

Integrative bargaining is the strategy where both the party wins. Here the negotiators search for a deal which benefits both. In this case negotiation discussions build good relationship among the negotiators. This may happen when there is transparency and information about both the parties is open and clear. High flexibility among the negotiators may help in integrative bargaining. This may be possible when negotiations occur between teams than between individuals. When negotiators have empathy concern for each other than integrative bargaining will be possible. The negotiators should concentrate on the basic interests of the other party (ie) the reasons for the high price quoted for the product and the value in terms of attributes, social impact etc. delivered by product

Closing the deal. The negotiation is closed after the deal is finalized. The negotiators confirm the deal and leave the negotiating table. Integrative bargaining will result in happy closing than distributive bargaining.



Fig 3.5 Negotiation Process

Conflicts

Conflicts occur due to disagreements with others. Any disagreement may lead to conflicts. If A feels that B is doing something which is not good to A, then conflicts emerge between A and B. In general, conflict is viewed as a negative issue which hinders the harmony of a group. But in some cases, conflict can create positive impact to a group. This will be possible when conflict is minimum. Understanding the reasons for conflicts will help you to judge if that conflict is positive or negative.

Conflicts may be task, relationship, functional or dysfunctional within an organization. A conflict may be functional, if it benefits both the parties by improving their performance. It is dysfunctional, when the conflict disturbs the performance. Task conflict is the conflict that occurs due to work, the objective and the components of work. Relationship conflict is due to issues in interpersonal relationship. Process conflict occurs when there are issues among the group members in doing a task, ways of doing work. Conflict occurs due to many reasons. It may be due to competition for acquiring resources, disagreement between the employees of different levels or same levels in an organizational setting. It may arise with respect to the environment, within which an individual operates, or the individual himself may be the reason for the conflict.

The mechanism of conflict is based on the reasons for the conflicts. There may be limited resources. This may lead to conflicts between the parties fighting for the resource. Most of the social conflicts occur due to sharing water and land acquisition. When public and private projects involve huge land acquisitions, then there will be conflicts for want of reasonable remuneration. In some cases, if the project causes environmental hazards, then it will lead to major conflicts like the Thoothukudi (A district in Tamil Nadu) agitation against Sterlite Corporation. The wrong attitude, perception of the individual may lead to conflicts. This cannot be managed unless the individual changes his attitude or perception. Besides these reasons, the offensive behaviour or physical attack on a person also may lead to conflicts. Conflict is a process which occurs after certain events between groups or individuals. After each event, the disagreement increases and it becomes conflict beyond the tolerable limit.

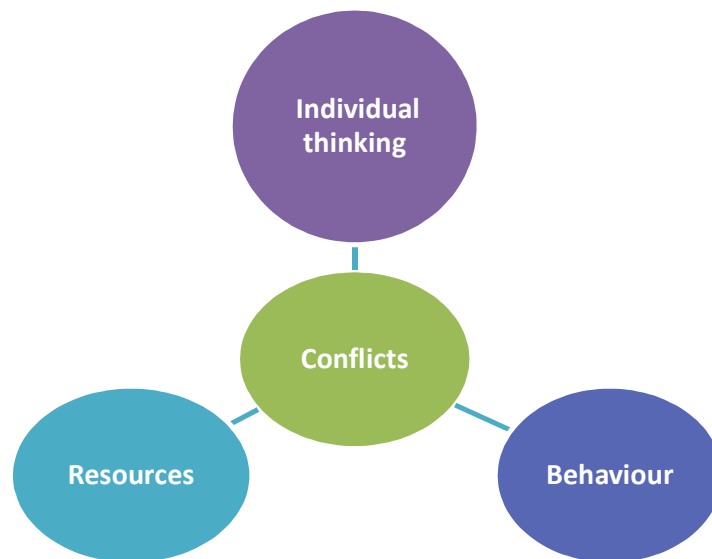


Fig 3.6 Sources of Conflicts

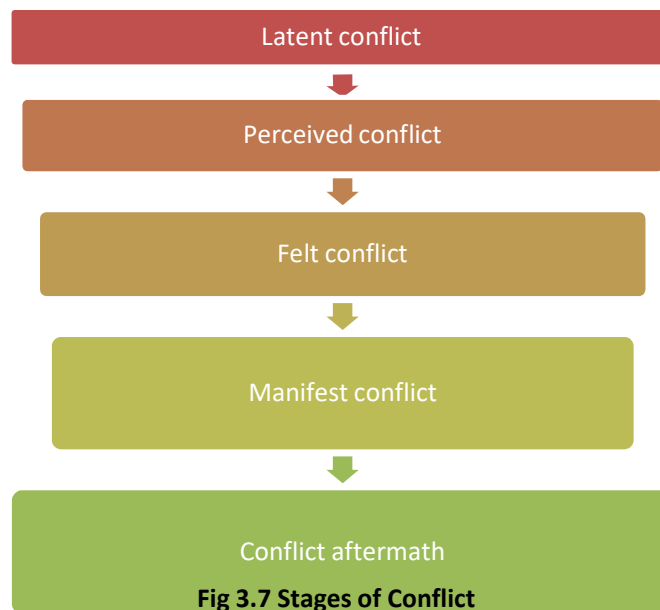
Stages of Organizational Conflict

Pondy (1967) has identified five stages of organizational conflict as shown in Fig 3.6. They are latent conflict, perceived conflict, felt conflict, manifest conflict and conflict aftermath.

Latent Conflict This is the first stage where both the parties are not aware that a difference of opinion exists. Latent conflicts may be competition for resources, competition for power and difference of opinion on goals to be achieved. When the requirement for resources exceeds the availability then the competition for the resources aggravates. This happens in case of sharing water among villages, cities, states, etc. When one party wants to dominate or control for doing any activity which is claimed by the other party, then conflicts arise. For example, in rural areas conflict occurs between two parties for conduct of festival or common functions. In this case, one party wants to dominate the other party in conducting the events.

In some cases, the goals may vary between the two parties or individuals who are related by a common purpose. For example, the goal of shareholder of a business differs from the goal of the employees. Wealth maximization is the goal of shareholders and employees' goal revolves around

giving effective performance goal. In this case, both employees and shareholders are related to the same firm, yet hold different aspirations and goals.



Perceived Conflict Conflicts may arise in the absence of lateral conflicts without any reasons. This may occur when one feels that the other person is harming him. This is due to lack of openness between the two parties. Misconception or misunderstanding between them may lead to perceived conflict. This can be removed by open communication between the two parties. Enhancing the interpersonal relationship between the two parties will remove the conflict between them.

Felt Conflict is felt by both the parties. The person feels that he has conflict with others. The demands of the organization with an employee must not interfere with the personal growth of the employee. If this inconsistency between individual and organizational requirements increases, then it causes stress to the employees. The malicious behaviour of one to other without any reasons may personalize the conflicts. The conflict at this stage is difficult to resolve.

Manifests Conflict The existence of conflict between two individuals or groups is made openly known to others by their aggressive behaviour, for example, by means of hostile words or physical aggression. It can be felt in an organization when one implicitly or explicitly stops the benefits to the other party or hinders the other party's attempts to reach a goal.

Attempts should be made to stop the conflict moving to the manifest stage. Organizations facing labour union issues like strikes are an example of manifest conflict. Collective bargaining is applied in reducing conflict related to labour unions.

Conflict Aftermath. After the application of conflict resolution strategies if all the parties are satisfied then it strengthens the interpersonal relationship between the parties. In some cases, if one party is not interested to reduce the conflict, they may search for other issues and try to aggravate the conflict.

Conflict Resolution Strategies

Different conflict resolution strategies are available as per Fig 3.7. They must be chosen carefully to remove the conflicts between groups or individuals. Some of these strategies are competing, avoiding, accommodating, compromising and collaborating.

Competing Both the parties equally try to get the desired benefit. In this case one may win and the other may lose. Parties on both the sides fight with a lot of energy and resources to crack the deal first. This is Win- Loss situation.

Avoiding In this case one of the parties doesn't fight and wants to resolve the issue naturally. For example when there is conflict between A and B. A avoids B and never talks about the issue with B. This is Loss- Loss situation.

Accommodating If a party wants peace they accept the demands of the other party. One party allows the other to win for maintaining harmony among the groups. This is Loss- Win situation.

Compromising Both the parties lose something to remove the conflict. This happens when both of them are equally capable and strong. This happens in business negotiations or in merger and acquisitions. This is Loss- Loss situation.

Collaborating This is the best conflict management strategy which creates Win-Win situation for both the parties. Here both the parties sit and find a solution which benefits both of them. They work together for getting mutual benefits.



Fig 3.8 Conflict Resolution Strategies

To summarise

- Negotiation is interaction among people to reach an agreement
- Planning, framing rules of negotiation, bargaining and closing the deal are the phases of negotiation

- Distributive bargaining is the strategy which benefits one party at the cost of the other party
- Integrative bargaining is the strategy where both the party wins
- Conflict is the disagreement between two parties or individuals.
- Latent conflict, perceived conflict, felt conflict, manifest conflict and conflict aftermath are stages of conflict
- Conflict resolution strategies are competing, avoiding, accommodating, compromising and collaborating.

Case. The Protectors of Nature

Niyamgiri Suraksha Samiti (NSS) has led the agitation of Dongria Kand tribes against Vedanta Resources to protect the natural reserves of Niyamgiri hills. NSS was linked with the Maoist group by the union home ministry in 2017. A close relative of the NSS convenor was arrested by the Odisha police on May 2017.

Background

Dongria Kand tribes belonged to the Particularly Vulnerable Tribal Group (PVTG) inhabiting the Niyamgiri hills. This mountain range is in Rayagada and Kalahandi districts of southwestern Odisha. The hill is the home of 15000 Kondh tribes, Dongria and Kutia. The Dongria tribe is categorized as PVTG because they have little contact with the outside world economically weak and are mostly illiterate. They live in the Lakhapadar village near the Niyamgiri hills. Nearly 30 families live in the village. They believe that Niyamgiri is the abode of their God Niyam Raja. Hence the hill is considered to be sacred for them. The hill consists of dense forests, deep charms and beautiful streams. Dongria Kand tribe loves their mountain as their soul which is reflected in the temples of their Gods. The meaning of Dongar is "hill" and they protect the natural reserves of the Niyamgiri hills. They have a rich knowledge on the wild life, trees, herbs, shrubs of the Niyamgiri hills. Vedanta Resources a London based firm founded by Anil Agarwal Indian Billionnaire came as a threat to their life. This company wanted to extract Bauxite from the Niyamgiri hills for their aluminium plant located in the nearby Lanjigarh. This mining would destroy the natural streams in the hill which is the lifeline of the 15000 people living in the villages. So the tribes led the anti-mining agitation against the state government project to protect the natural streams and the enormous forest wealth of Niyamgiri hills since 2003. This agitation was strengthened by the Supreme Court verdict on 18.04.2013. The verdict said, that the project can be cleared only after getting the approval of the gramasabha. This verdict is based on the Forest Rights Act 2006 which gave the liberty to the tribes to cultivate forest land, use the water resources, minor forest produces and protect the forest. The tribes' gramasabha voted against the project and won the battle. But the problems started again by means of threats from the government.

Source: The story of one of the biggest land conflicts No mine now, but is it all fine in Niyamgiri? , Seetharaman, The Economic Times dated 18.04.2018

Model Questions

1. Identify the farmer interest groups and Self Help Groups in your locality. Discuss the success or failures of selected groups.
2. Discuss the decision making techniques of women self-help groups.
3. Analyse the case given below.
4. Discuss the case given below. Students can do a role play. They can discuss the reasons for the conflict. Discuss the suitable strategies to avoid such conflicts in future.

Negotiation – An outlook

- Negotiation involves taking wise decisions based on the past experiences and the purpose for which negotiation is initiated.
- It is also a thinking process where you need to use appropriate words during the bargaining process. Hence negotiator cognition is important for choosing the bargaining strategy.
- Competitive and cooperative styles are the negotiating styles which are related to integrative and distributive bargaining strategies. Competitive styles use threats, minimum disclosure of facts to the other party for winning the negotiation (Lewicki & Ribinson 1998). Cooperative style negotiator is open, shares information and aims at attaining mutual benefits (Harinck & De Dreu 2004).
- Win-Lose, face saving and trust are the three cognitions important for positive negotiating behaviours (Zhenzong 2008).
- Win-Lose cognition is considering negotiation as one party's win and the loss for the other. This cognition aimed at maximizing benefits at the loss of others. This objective seems to impact the negotiating behaviour and leads to success for one party.
- Face saving is seen as fulfilling the responsibility vested on a person by his family, company or society. It is similar to image which is important to maintain dignity in a society. Loss of face leads to revenge which generates conflicts between the parties.
- Trust is the belief on one individual. This is important in negotiation as trust generates transparency and openness in negotiation. Information sharing, cooperation, coordination, problem solving are the negation behaviours arising out of trust between the parties of negotiation.
- Personality traits based on big five model can be related with the negotiation cognitions. Individuals high in extraversion and neuroticism primarily focus on face saving. Among the other traits, Individuals high in agreeableness will consider negotiation as a win-lose process ((Zhenzong 2008).
- Negotiators applying distributive bargaining technique need to attain economic benefits without spoiling the relationship with their opponents. This is possible by applying offer framing strategy (Scharer *et.al* 2020). This is in case of buying and selling negotiations. One party can offer reservation price which creates an impulse on the receiver to move away from his offer price. This is done by transparency where the party requests his opponent to think about his reservation price. This prompts the receiver to suggest counteroffer which is economically feasible for the party who offered reservation price along with good relationship between them.
- Cultural dimensions influence the negotiating styles exhibited during bargaining. Individuals with high power distance and masculinity execute competitive negotiating style (Caputo *et.al* 2019).

Questions for Thinking

1. Discuss the reasons for the success of the group
2. Identify similar cases and work out plans for the development.

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Chapter 4 Team Dynamics

Introduction

Groups and teams are entirely different. In groups, members will not contribute with same effort. But in teams, members put equal effort for achieving the goal. For example cricket team. In cricket team all the players contribute equally for the success. Business organizations need teams to face external challenges. Teams have synergy. Team performance will be greater than the sum of performance of the individual members of the team. This chapter discusses in detail about teams.

Objectives

- To provide insights about work teams
- To be able to infer types of teams
- To provide insights on creating effective teams
- To familiarise the process of development of teams
- To familiarize basis of power and politics

4.1 Work Teams	
4.2 Types of teams	
4.3 Creating Effective Teams	
4.4 Team Building and Development	
4.5 Power and Politics	

4.1 Understanding Work Teams

The success of an organization lies in the hands of all its employees. The success of the Indian cricket team, for example is the result of the hard work of all the players. It is team work where everyone participates equally to accomplish common goals.

Exhibit 3.2 Mangalyaan Launch of India

It was a blast from Sathish Dhawan space centre of Sriharikota in 05.11.2013. It was the blast of the rocket to Mars from Sriharikota. It was watched by hundreds of Indians. The officials of the space centre described it as “a text book launch”. This mission was possible because of a team of 11 members.

They are K.Radhakrishnan, Chairman of ISRO, M.Annadurai, Programme Director, Mars Orbiter Mission, Incharge of budget management, Director for spacecraft configuration, schedule and resources.

S.Ramakrishnan, Director of Vikram Sarabhai Space Centre and Member Launch Authorisation Board, who worked on realising the rocket (Polar Satellite Launch Vehicle) that would ferry the Mars orbiter .S.K.Shivakumar, Director, ISRO Satellite Centre was responsible for developing satellite technology and implementing satellite systems for scientific, technological and application missions. P.Kunhikrishnan, Project Director, PSLV Programme;, Chandradathan, Director, Liquid Propulsion System. A.S.Kirankumar, Director, Satellite Application Centre worked on designing and building three orbiter payloads - Mars Colour Camera, Methane Sensor and Thermal Infrared Imaging Spectrometer.

- MYS Prasad, Director, Satish Dhawan Space Centre and also the Chairman of Launch Authorisation Board, was responsible for range safety and schedules and overall in-charge at rocket port.
- S.Arunan, Project Director, Mars Orbiter Mission was the team leader for MARS Mission.
- B.Jayakumar, Associate Project Director, worked on the rocket systems testing till the final lift-off.
- MS Pannirselvam, Chief General Manager, Range Operation Director at Sriharikota Rocket port was in charge of maintaining launch schedules without any slippages.
- The mission was successful which placed India after Soviet Union, US and Europe as the fourth country to reach Mars.

Source “Team of 11 who made Mangalyaan launch possible”, VanitaSrivastava, Hindustan Times dated 6.11.2013

Exhibit 3.2 is an example of teamwork where every member contributed equally to the success of the mission. Teams are the lifeblood of the present day organizations. Teams are different from groups. In groups, it is not necessary that all the members contribute for the group success. But in teams, as explained in the above example, every member works towards the common goal. The team performance will come down even if one member does not work. Every member should be in sync with organizational goals. Team work generates synergy through coordination and cooperation of all the team members. Effective teams in organizations create magical effect for its success. How teams are different from groups is shown in table 3.1.

Table 4.1 Difference between Groups and Teams

Groups	Teams
The objective of each member will be different	The objective of all the members will be same
No equal participation	Equal participation
Members are self-centered and not coordinated	Members are not self-centered and are coordinated
Social loafing The tendency to work less in a group than work as an individual	Synergy The joint performance of the members is more than the sum of the performance of the individual members
Members are not accountable for the failures or success of the group.	Members claim accountability for failures and success.
Members are not dependent on each other	Members are interdependent on each other

4.2 Types of Teams

There are four types of teams (Fig 3.8). They are problem solving teams, self-managed teams, cross functional teams and virtual teams.

Problem Solving Teams which are formed to discuss certain issues and belong to same department are problem solving teams. Quality circles are example of problem solving teams. Companies like GM, Toyota T Motor Corporation have quality circles to discuss their quality problems. Workers and supervisors will form the quality circles. The concept of quality circles originated in Japan. They are mostly temporary teams who are dissolved after solving the problems.

Self-Managed Teams They are a group of members who take responsibility on their own and have freedom to take decisions. A self-managed work team is an independent and democratic form of work organization, which gives a group of workers responsibility for the regulation, organization and control of their jobs (Sexton 1994). They are permanent and are focused on a specific product or service. They are trained on the different skills required to work on their own. Creating self-managed teams involves training and choosing members who are independent and are quick decision makers. Some of the attributes that define self-managed teams are self-motivation, high job satisfaction, effective communication, quick decision making, high self-esteem, cost effective, high flexibility, innovation and quality (Frankforter & Christenensen, 2005). These are also some of the advantages of self-managed teams.

Cross Functional Teams Cross functional teams consist of members from different departments at the same levels of management. They are mainly formed for developing new products, projects or services. The teams take a lot of time to build trust among the members as they are from different functional areas of an organization. Quality of information, service, quality of work and speed of operations are important deliverables of effective cross functional teams (Santa et.al 2010).

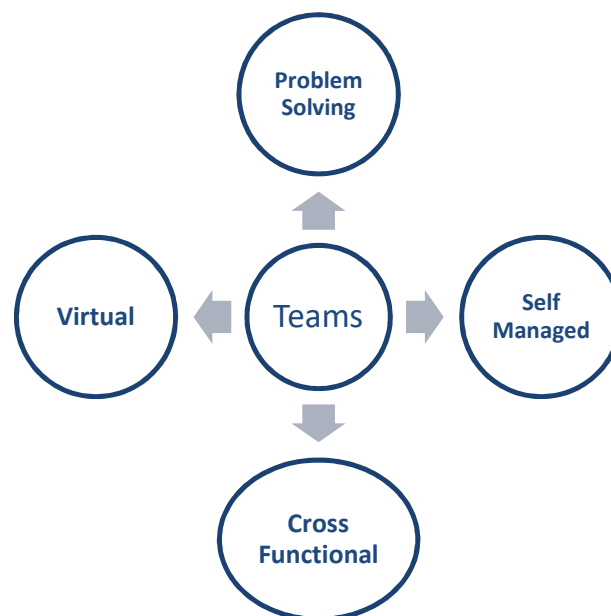


Fig 4.1 Types of Teams

Virtual Teams The team members are not present at the same place but are located in different places; however, they work together, by means of computer network. Large business organizations operate across states, nations, through these virtual teams. Due to cultural and geographical differences, it is extremely challenging to align these teams to organizational goals and objectives. The IT revolution has paved the way for creating these teams across nations. As per DeSanctis & Poole (1997), Lipnack & Stamps (1997), Jarvenpaa and Leidner (1999) and Townsend *et.al* (1998), virtual teams are a group of knowledge workers who are linked through Information Technology networks irrespective of their location or organization.

In brief,

- Teams and groups are different
- Problem solving teams, Self-Managed Teams, Cross Functional Teams and Virtual Teams are four types of teams.
- Problem solving teams are formed to solve problems and are temporary.
- Self-managed teams are teams who take decisions on their own.
- Cross functional teams consist of members from different functional areas of the organization.
- Virtual teams are connected by computer networks.

4.3 Creating Effective Teams

Effective work teams are open, coordinated across disagreements and manage by themselves. Their presence in an organization creates innovation and leads to organizational effectiveness. This unit discusses about team development and creating effective teams.

Creating Effective Teams

Teams create a feeling of oneness among the members. Organizational self-esteem of team members will be higher than the other employees of the organizations. Today's business organizations create teams for their business success. IT companies develop project teams for each business project. Rural teams can be created for developing rural infrastructure. Team effectiveness model (Fig 3.9) help in creating work teams. In this model, the components of effective work teams are context, composition and process.

Context

Adequate resources, leadership, climate, trust, performance evaluation, reward systems are the components of context. A team needs resources to do its work for accomplishing its goal. Resources may be obtained from internal or external sources. The organization as a whole should support the team in getting its resources. Team members need a leader to assign role, monitor the task and review the work of members. This is not necessary for Self-Managed Teams. In Self-Managed Teams, the team leader will be a facilitator for the team members. Trust between the members is important for proper coordination and cooperation among the members. This will help the team to take risk for goal achievement. Accountability among the members is possible by performance evaluation and proper reward systems.

Composition

Ability of members, personality, allocating roles, diversity, size of teams, member flexibility and member preferences are components of composition. Knowledge about the capacity of the member

to do a work is necessary to choose the members for an effective team. Team with members of good knowledge, skill and ability will outperform other teams with members of low caliber. Personality of members also plays a role in team effectiveness. Members with high conscientiousness, openness to experience (personality traits of Big Five model) will take teams to greater heights. Proper roles need to be allocated to team members. Belbin team model helps in identifying the team member's roles. Team with diverse members differing in age, experience, and race seem to do less than homogenous team. Diversity in teams can be managed by good team leaders. Team size also plays a role on team performance. Team with six to seven members is preferable for achieving good performance. As the team size increases the integrity, cohesiveness among the members decreases. Members' preferences need to be considered while selecting team members. Individuals who are introverts are not good team players. Introverts are people who like to work alone.

Team Processes

Team process consists of purpose, team efficacy, goals, conflict levels and social loafing. Team process begins by identifying the purpose of the team. Team members take enough time in defining the goals for the group. The goals should be SMART (Specific, Measurable Achievable, Realistic and Time based). The team members must believe that their team can succeed and is capable for doing a task and accomplishing the fixed goal. This is called team efficacy. Task conflicts are healthier than relationship conflicts in a team. Social loafing issue must be rectified by a team by increasing the cohesiveness of the team members.

Converting Individuals to Team Players

Business organizations adopt selection and training as mechanisms for converting individuals to team players. Proper selection methods like behavioural interview, stress interview, situational interviews may be used to identify candidates who can be good team players in their organizations. This will make the job easier as the organizations engage in buying a right candidate for forming work teams. Further, the team member can be developed through training, coaching and mentoring within the organization. Conflict management, emotional intelligence, negotiation skills should be imparted to individuals to help mingle with others. Personality development, leadership development trainings etc. can be imparted to employees for improving their interpersonal skills; thus, making them good team players.

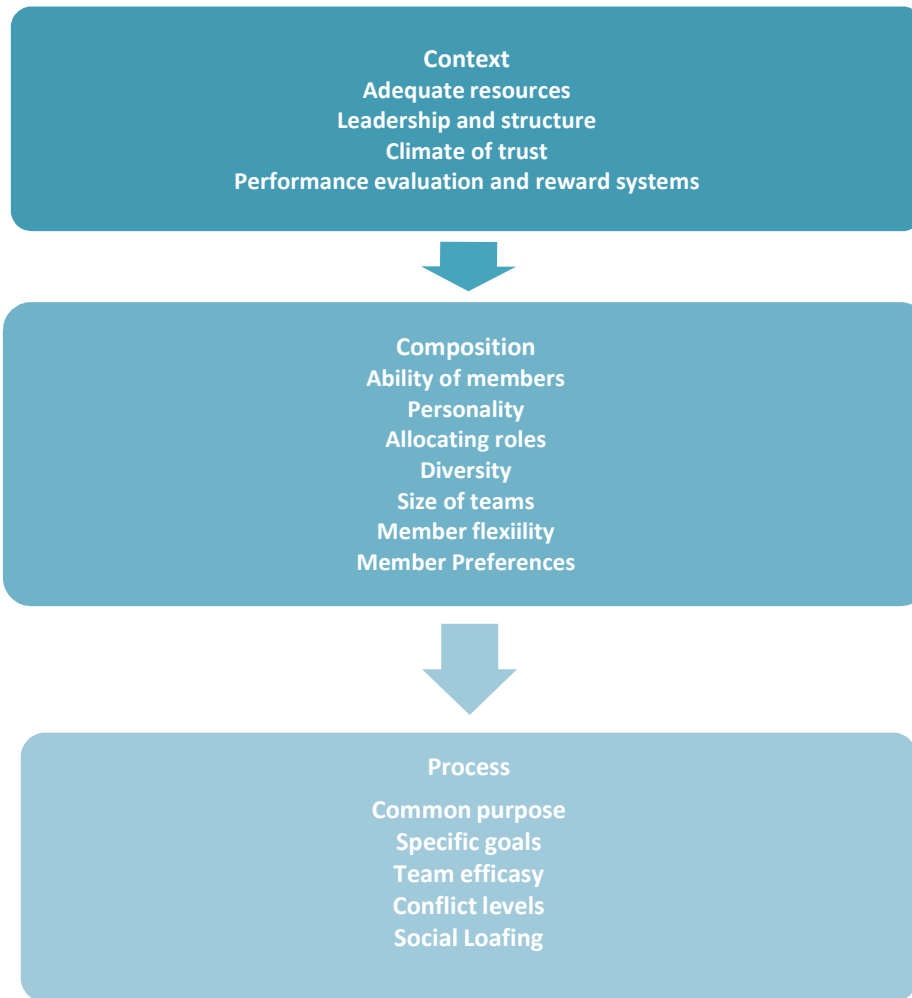


Fig 4.2 Team Effectiveness Model (Source Robbins and Judge (2013))

Case Public Private Partnership Team for Farmers

Naganna shifted to Bangalore with his family for better earnings. He worked as a decoration assistant for wedding and earned Rs 6000 per month. He is not able to feed his family with this amount. Besides, the work is seasonal. This was his situation two years before. But now, he is happy with his earnings in his native village.

Background

Naganna is a farmer. He had 0.75 acres of land or 30 guntas in Uppulgerikoplu village in Mandya district of Karnataka. He was not able to grow anything due to drought. So he moved his family to Bangalore in search of a better option. He returned back to his village as he was unable to survive at Bangalore. At this time, Mr. Anand from LEAF (Lawrence Dale Agro Processing) met him and motivated him to cultivate using better seeds, less fertilizer. Naganna was assured of good marketing for his produce. Naganna got a share in Malavalli horticulture farmer Producer Company for Rs 1000. He got quality seeds, and sowed Okra in 20 Guntas with the technical advice from Anand and his team. He applied less fertilizer than the normal dose after sowing. He was asked to water the crop without applying any fertilizer for 21 days. He confidently followed the advice and to his surprise he got a yield of 24 harvests than the seven harvests which he usually gets. He got Rs 48000 as profit for his two-month crop. He planted cabbage in the remaining areas and reaped a profit of Rs 22000. Now he is motivating other farmers to join this team. This is an initiative taken by

PPP-IHD (Public Private Partnership for Integrated Horticultural Development) project in Karnataka. Private companies, government and farmers join hands together as a team to develop the horticultural crops in Karnataka. Many private agribusiness companies had joined hands with Karnataka's Horticultural department and changed the life of many farmers.

Exhibit 1

Company	LEAF	Silmoda Extracts India	Dhata Agri tech	Vikram Global commodities	ITC limited(LEAF operated)	Vegifresh Agro exports	Sangeevini Agro
District	Mandya	Hassan	Mandya	Chikbalapur	Bellary	Belagavi	Belgavi
Number of farmers	130	350	300	250	200	100	250
Area (acres)	404 acres	500 acres	100 acres	350 acres	505	150	250
Crop	vegetables	Patchouli	Banana	onion	Chilli	Okra, green chilli, bitter gourd and beans	Grand nine banana
Company's share (Rs in lakhs)	53	504.7	243.04	53	41.87	54.145	130.1
Government share (Rs in lakhs)	50.8	310.66	279.09	55	33.55	79.34	109.94
Farmers share (Rs in lakhs)	44.5	249.71	151.4	46	23.78	62.6	148.56
Total projects cost (Rs in lakhs)	148.3	1065	673.53	154	99.2	196.09	388.67

Source "Here is how farmers in Karnataka's drought hit districts have increased crop yields SowmiyaAji The Economic Times dated 07.05.2017

The team of government, private company and farmers had joined hands to develop horticultural crops in Karnataka. This is an example foran effective team which had transformed the lives of numerous farmers. This can be followed for developing the rural infrastructure like schools, water conservation, technology, market to rural villages.

Source "Here is how farmers in Karnataka's drought hit districts have increased crop yields SowmiyaAji The Economic Times dated 07.05.2017

To Summarize,

- Components of team effectiveness are context, composition and process
- Training and proper selection methods can be employed for turning individuals to team players in organizations.

4.4 Team building and Development

Team building activities facilitate strong work teams within the organization for reaching organizational goals. This is the best method as all the organizational members are allowed to work together, utilizing their skills to reach the mission of the organization. This generates synergy, coordination, cooperation among the members. Organization should give team based assignments and rewards for encouraging team work. The details are discussed in the next unit.

To Summarize,

- Process consultation, third party intervention and team building are some of the interventions for group development
- Process consultation is generating good relations with the client to understand the events that occur in the internal and external environment of the client to improve his situation.
- Third party intervention is using arbitration, mediation, Alternative Dispute Resolution (ADR) methods to solve conflicts

The present organizations encourage team work; they expect team work from their employees, to overcome severe competition in the industry. Business organizations design their organizational structure encouraging team work and team rewards. This unit explains about developing successful teams in an organization.

Team building is an important activity of a manager in organizations. Building high performance teams involves choosing team members based on the goal to be achieved. Different team models exist in the literature involving team process, team roles, team effectiveness, etc. (Belbin,1981). Team roles, pyramid model (Andia, (1998), Thompson et.al (2000)), three stage model of team process, Yeh et.al(2006) three dimensional model are some of the models for team building.

Belbin Team Building Model

As per Belbin (1981), (Fig 4.6) each individual assumes some role when they work with others. He had identified eight roles a team should have for its success. According to Belbin, team role is an inclination to perform, devote and coordinate in a specific way. The individual adjusts and works in an external environment with this inclination. They are plants, resource investigator, monitor evaluators, coordinators, shapers, implementers, team workers, completer, finisher, and specialists.

Plants

They are innovators and highly creative workers. They love to work on new ideas. They are introverts and have difficulty to mingle with others. Their ideas may be impractical. They can be used for developing new proposals but are very sensitive to criticisms. They are compatible with team workers and coordinators.

Resource Investigators

They are good at communicating with others. They can extract new ideas from others as they are good in interpersonal skills. Such people need to be appreciated for successful performance. They can identify new opportunities outside and get along well with all the other members of the organization.

Monitor- Evaluators

They are strong in analyzing an issue. They can choose the best solution by their problem solving skills. They are impartial in decision making as they see the pros and cons of a problem and give solutions. They are good at working in plant role.

Coordinators

They are good at building the team spirit. They serve as a cohesive force in a team. They can spot the best talents and use them for achieving the team objectives. They can work with all members of the team.

Shapers

They are good achievers who can manage any situation. They can win in spite of the problems in achieving a goal. They aim for achievement and make others work to reach the goal. They generate positive energy in a group and can be good team leaders.

Implementers

They are loyal selfless, systematic and organized. They can generate projects from ideas. They mingle well with coordinator.

Team Workers

They have good interpersonal skills and maintain harmony in the team. They have concern for others and are compatible with all the team members. They can adapt to any situation and solve conflicts among the team members.

Completer- Finisher

They are good at meeting schedules. They dislike doing a task which they are not able to complete on time. They like to do all the work by themselves. They complete the task on time. They work well with monitor-evaluator and plant.

Specialists

They are technical and have specific skills. They are important for doing special assignments. They cannot work beyond the area of specialization. They work well with shaper, implementer and monitor-evaluator.

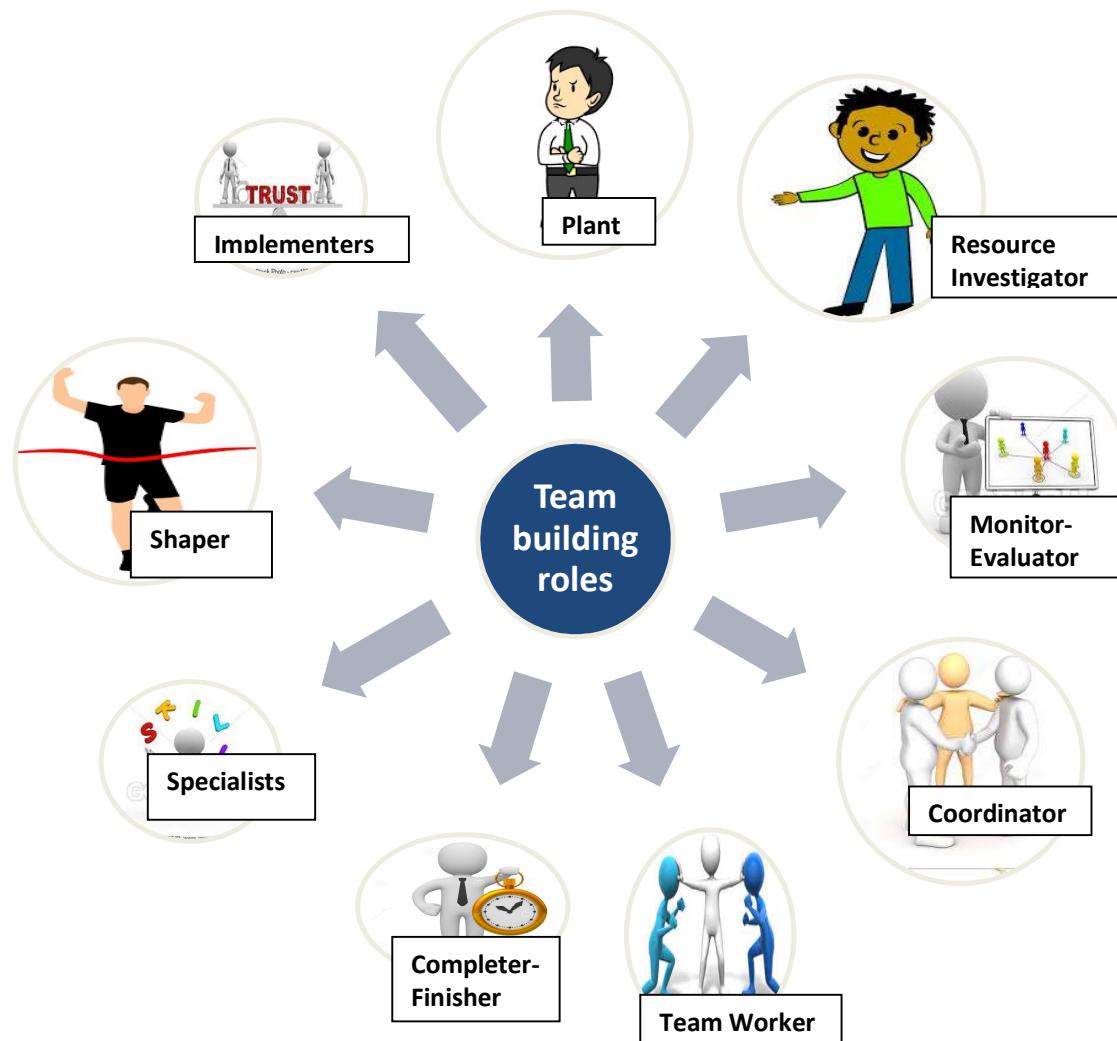


Fig 4.3 Belbin team building model

Three Stage Model of Team Process

This model as per Thompson (2000) has three phases- formation, development and renewal. In the first stage of formation, the team frames the rules of operation, goals are set. The team performs and the members engage in tasks to achieve the goals in the second stage of development. In the last stage, the team starts preparing for new tasks and gets ready to face new challenges.

Three Dimensional Team Model

Yeh et.al (2006) developed a three dimensional team model (Fig 4.7) incorporating Belbin team roles, individual characteristics and the environment. It utilizes the personal characteristics like, personalities, type of team roles as per Belbin model in choosing the team members. The organizational values, mission, goals are considered by the team members to execute their team work. As per this model, team goal will be at the top, incorporating the values, mission and goals of the organization. Team roles in the middle; show the roles of the team members in relation to the organizational environment. Team evolution forms the base of the model incorporating team

development. Team evolution includes maintaining interpersonal relationship among the team members, introducing the knowledge and skill to the members to improve their competence for executing the team work.

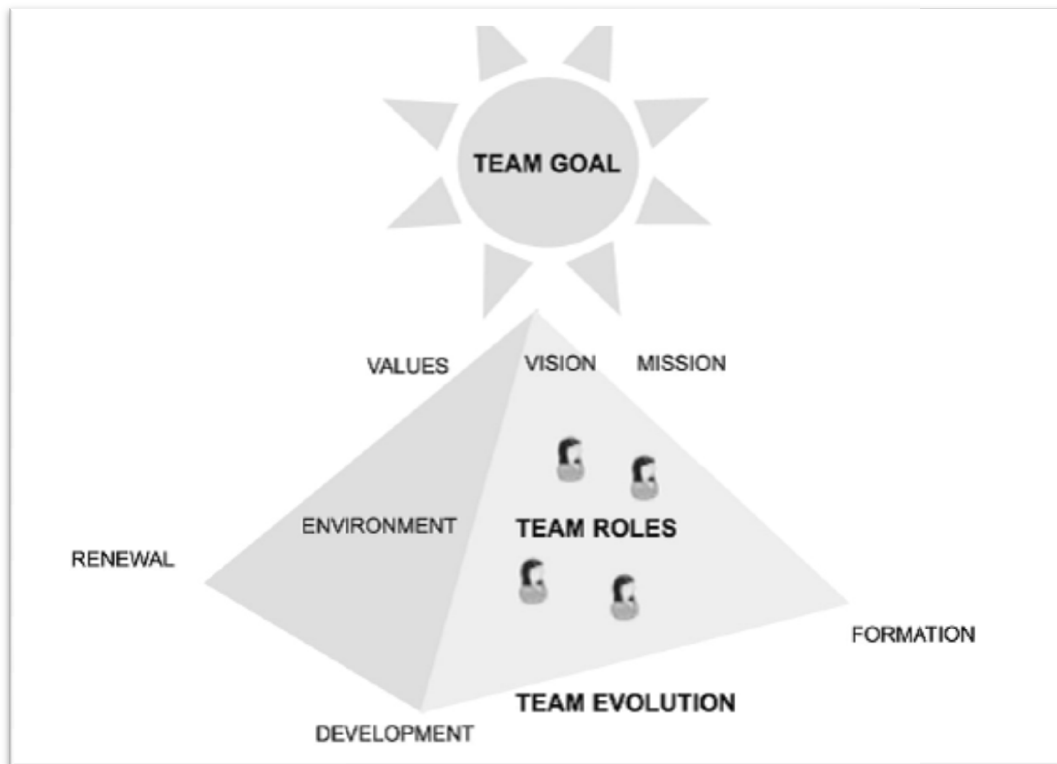


Fig 4.4 Three Dimensional Team Work Model (Adapted from Yeh et.al (2006))

To Summarize,

- Belbin (1981) team roles, Andia (1998) pyramid model, Thompson et.al (2000), three stage model of team process, Yeh et.al (2006), three dimensional model are some of the models of team development.
- Team role is an inclination to perform, devote and coordinate in a specific way.
- Belbin team roles are plants, resource investigator, monitor evaluators, coordinators, shapers, implementers, team workers, completer, finisher, and specialists.
- Three stage model of team development has formation, development and renewal phases.
- Three dimensional model of team development has team goals, team roles and development.

4.5 Power and Politics

Power and politics are two inseparable elements in a society. Power gives energy to do a task, influence others and enjoy the environment. It is important to know the magic of power in an organization. This will help to manage power and politics in an organization. The lack of this knowledge in an individual will lead to his failure in an organizational set up. This unit deals with bases of power and power tactics.

Power is based on dependency of one individual on other. One should understand his power to use it for the benefit of the organization. Power is the extent to which an individual A influences the behaviour of another individual B for his personal or for organizational benefit. This is purely based on the dependency of the individual B on A for his performance or survival. If A has control over resources to be used by B, then A can exert power on B. Leadership and power are different as power is based on dependency and leadership is based on goals. Knowledge on sources of power will help to apply power tactics to escape the control of others who have power.

Sources of Power

There are two categories of power, one due to formal organizational structure and the other due to personal sources.

Formal Power

Coercive power, reward power and legitimate power are types of formal power. Formal power is due to the position in the organizational structure of a company. It is also due to the status in an organization.

Coercive Power

It is based on the negative effects one may get if he fails to respond to the command. A, may fear as he may be dismissed or suspended if the assignments given by B is not completed. It can be fear of threat. For example, if B holds an important secret or information about A, then A may fear and satisfy the needs of B. For example, in rural villages, the farm laborers may accept the land owners demands for want of wages and farm work in their fields. In this case A accepts B 's demands, for fear of negative behaviour from A.

Reward Power

The dependency is based on positive benefits arising from others. For example, a subordinate may accept his boss demands for getting special rewards and incentives. It is opposite to coercive power.

Legitimate Power

This is based on the right to influence others by means of position in an organization. This serves as a base for executing coercive power on others due to the authority. The authority gives the right to control the organizational resources. This is the most vital power in an organization which is the base for coercive and reward power. Assistant Commissioners of Police, Inspectors, Inspector General of Police, IAS officers can exercise legitimate power over others.

Personal Power

This power is due to the personal characteristics of an individual irrespective of the position in an organization. Expert and referent powers are the types of personal power.

Expert Power

Business professionals depend on auditors for getting tax benefits. Lawyers, doctors, computer engineers have expert power because of their expertise in their fields.

Referent Power

This is based on admiration an individual has on other. For example, if Lathalikes Geetha, due to her personal character, Lathafulfils the demand of Geetha. Actors, politicians have referent power. They can influence common public. Hence, actors, cricket players are used as brand ambassadors for products.

Among the two groups of power, personal power has more strength to influence others. But an individual having legitimate power cannot use it, if he loses his position or status in an organization. For example, CEOs are powerful only till they are in their respective positions as CEO.

Power Tactics

An individual should know the means to use his power base for specific results. Some of them are legitimacy, rational persuasion, inspirational appeals, consultation, exchange, personal appeals, ingratiation, pressure and coalitions.

Legitimacy using the position to satisfy the wants or requests

- Rational persuasion Presenting agreeable facts and figures to get the requests granted in an organizational setting
- Inspirational appeals Creating an emotional affiliation by explaining the values, aspirations for accepting the requests
- Consultation Including the individual by making him a partner in the plan for accepting the requests.
- Exchange Giving something back for accepting the requests.
- Personal appeals Making demands based on friendship or loyalty.
- Ingratiation Praising the other person, creating a friendly atmosphere for getting the work done.
- Pressure Using repeated threats, requests for accepting the demands.

The use of power tactics helps in satisfying the wants and accepting the demands. Using personal tactics like inspirational appeals, personal appeal can yield fruitful results. Rational persuasion helps in an organizational setting for getting the resources to accomplish a task

Politics in an Organization

Organizations consist of different people in different hierarchy. They differ in their personal characteristics, values, attitudes, perception. Hence, playing politics in an organization becomes a necessary evil for survival in an organization. This is not essential with respect to a position in an organization, but sometimes this behaviour may influence the merits or demerits of an organization. Individual factors like personality, organizational factors like promotional opportunities, rewards, democratic decision making, high performance targets, and competition for resources are responsible for playing politics in an organization. Organizational politics result in job dissatisfaction, stress, low performance, attrition. These are defensive mechanisms expressed by the employees to overcome the politics in an organization.

Case Study and Simulation Exercise

Simulation- Self Development using Own Hands

Payvihir, a village in the foothills of Melghat region of Amravati district in Maharashtra, is struggling to survive. Payvihir village has 110 families belonging to Konku tribe and Balai. The natural forest is lost and the survival of the people became a question mark. This was the situation of the village in 2012.

The students play the role of villagers, NGOs and the Government official.

Instructions for Villagers

You belong to Konku and Balai tribe. You lost your living owing to the deforestation. Now a member from an NGO is visiting your village. What will you do? You should talk to them and get their help for your survival. Develop a micro plan for afforestation.

Instructions for Khoja Partner of AID

You are visiting the village. You devise a strategy to improve the livelihood of the villagers.

Strategy

You are familiar with the forest rights act (2006). This act gives the right to the gram sabha to develop the forests and use its non-timber products for its livelihood. Based on the community forest rights, you hand over 182 acres of forests to them. Form a team of members from Konku tribe and Balai tribe and members from Khoj. Ask the villagers to chalk out a micro plan for developing the 182 acres.

The villagers planted 50,000 trees with the help of Khoj. They erected check dams and allocated specific areas for grazing leaving the other areas. They regenerated the forest and preserved the eco system. The activities were carried out through MNREGA. The forest secretary helped them financially and technically for the regeneration. Each house hold is allotted with one livelihood activity. In 2014 the village was awarded the UNDP bio diversity award with a cash prize of one lakh for the best eco village. This money was used to set up bio gas plant in the village. The villagers supply cow dung to the plant for 75 paise per kg in return for Rs 200 per month. The plant supplies biogas for three hours a day. Then they erected solar drip irrigation system in the forest. They planted medicinal plants, tree like bamboo, sitaphal, hirda, behada, mahua, mango, neem, custard apple, amla, jamun, teak and arjuna trees. In 2015, the villagers sold Mango and Sitapal in the brand name Naturals Melghat. They plan to sell wheat, jowar too in the same brand name. The money was used to improve the health and sanitation of the hamlet.

Source: Sanchari Pal "From Growing its own forest to selling organic fruits, this village funds its own development, <https://www.thebetterindia.com> dated 31.1.17 and <https://aidindia.org/payvihir-eco-village/>

To Summarize,

- Power is the extent to which an individual A influences the behaviour of another individual B for his personal or for organizational benefit
- Formal and personal power are types of power
- Formal power is due to the position in the organizational structure of a company

- Personal power is due to the personal characteristics of an individual irrespective of the position in an organization
- Coercive power, reward power and legitimate power are types of formal power
- Coercive power is based on the negative effects one may get if he fails to respond to the command
- Reward power is based on positive benefits arising from others
- Legitimate power is based on the status and position in an organization.
- Personal power is due to the personal characteristics of an individual irrespective of the position in an organization
- Expert power is due to the expertise of an individual irrespective of the position in an organization
- Referent power is based on admiration an individual on other.
- Power tactics are means to apply the sources of power for special benefits.

Team building- An outlook

- Team work is the work done by the team members in a collaborative manner by being interdependent with each other to maximize the efforts by all the team members to reach the targeted objective.
- Management of team maintenance and the regulation of team performance are the components of team work. Management of team maintenance involves providing mental support and conflict management strategies. Regulation of team performance involves activities to enhance the team performance (Mark *et.al* 2010).
- I-P-O heuristics (McGrath 1964) forms the basis for defining team effectiveness. Team members are the input which involves careful selection of team members, Process involves the tasks performed by the team members and output represents the outcome of team work, performance and interest of the team members to continue in the team.
- Trust between the team members is an inseparable element especially in virtual teams for team performance. Institutional trust is developed through organizational strategies like supportive policies., proper selection and training of team members and leaders, defining tasks, best technology compatible to all users, back up facility, transparent communication, conference facility (Robert, Ronald & Roden 2017). Selection of team members based on personal attributes besides knowledge skill and ability is important to maintain team trust.
- Leader member exchange(LMX) relationship creates positive climate due to their relationship with the team leader (Zohar & Luria 2004). LMX relationship is the unique relationship of the leader with each of the team member in the form of In-groups and out-groups. In groups are team members who are trusted by the team leader with more roles and outgroups are team members who are not trusted and needs supervision.
- Team building should consider team design to coordinate the team with the organization. Normative model of team design helps in locating the crucial factors necessary for developing teams and leadership founds to be a motivating element in team process and team effectiveness (Kozlowski & Ilgen (2006).

Questions for Thinking

1. Can self-managed teams be successful in villages? It is difficult to predict the success of self-managed teams in rural areas. Villages consist of people with similar thinking and are bound by their environment. They lack confidence in managing by themselves. As self-managed teams have high authority to decide on their own, it will take more time to form self-managed teams.
2. Students can identify success stories of teams which had transformed the lives of rural people.
3. The students can take a rural industry and identify the issues or prospects for change. They can list the challenges faced in a rural scenario for incorporating rural development
4. Identify the process consultation techniques for rural development.
5. Identify a team building model suitable for a rural scenario.
6. Discuss the power tactics which can be applied for getting fund for rural development

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Chapter 5

Organizational Culture and Emerging Trends

Human's behaviour depends on family background, values and ethos. These values and norms, which shapes an individual personality, are learnt from family members. This refers to culture of the family where human beings are brought up. This holds well to an organization as the employees adopt common norms of behaviour. These norms, either of family or organization is nurtured and followed for many years which serve as the identity of the family or organization. The organization's vision, values, beliefs, norms, systems, symbols, language, assumptions are termed as organizational culture. An organization needs to be restructured to meet out the demands of the industry. The changes can be introduced in the policy, production process, and marketing strategy, of an organization. But changing an organization is not an easy task. This Chapter discusses organizational culture and the meaning of change to be imparted in an organization.

Objectives

- To understand the concept of organizational culture
- To learn about creating culture in an organization
- To learn about sustaining culture in an organization
- To learn about creating ethical organizational culture
- To learn about customer responsive culture
- To understand the change process in an organization
- To learn about the forces of change
- To know about managing change
- To understand the meaning of empowerment
- To learn about quality of work life

Chapter Structure

5.1 Introduction to culture

5.2 Creating Organizational Culture

5.3 Creating an ethical organizational culture and a customer responsive Culture

5.4 Organizational change

5.5 Empowerment and Quality of work life

5.1 Introduction to culture

Learning is done not only from schools and colleges but also from the environment where we live or operate. It can be from our family, school, organization, etc. The knowledge is in the form of norms we follow which gives us the identity of our family and organization. Besides, it can be the way in which we dress, the values we exhibit, or common rules we follow. The common things we follow give a clear picture of who we are and where we are from. In other words, these behaviours reflect our culture. Culture is common among a group and also, differentiates one group from the other. Culture is the unique character of that group. The categories used to describe culture are observed behavioural regularities when people interact like customs, traditions, rituals etc. (Trice & Beyer 1993), group norms (Homans, 1950), espoused values (Deal & Kennedy, 1982), formal philosophy (Packard, 1995), rules of the game (Ritzi & Funkhouser, 1987), climate (ways by which people in an organization interact with others, Ashkanasy, Wilderom, and Peterson, 2000), embedded skills (Cook & Yanow, 1993), habits of thinking (Hofstede, 2001), mental models, shared meanings, (Weick, 1995) formal rituals and celebrations (Trice and Beyer 1993).

Organizational Culture

Culture is the shared values, norms, beliefs among the group members in an organization. Structural stability, depth, breadth, integration are some of the characters of culture. The way in which people of a group behave or interact will be common among the group members. Schein (2004) defined culture as “a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”. This culture when formed as a unique character of a group will be passed on to the next generation and will be transferred continuously to the future generations. As per Schien (2004), artifacts, espoused beliefs and underlying assumptions are the three levels of culture. Artifacts are the visual signs, for example, structure of the building, adornments, and attire of the employees. Espoused beliefs are a set of ideas about doing a work or what is right or wrong. Basic assumptions are mental models based on decisions which are made in an organization. For example, the employee who is punctual will work well, is a basic assumption about performance. An organization is a large group which has a common mode of operation and there is similarity of behaviour among the members of an organization. Organizational culture is defined in many ways as given in table 5.1

Organizational culture has two dimensions as per Gofer & Jones (1996). They are sociability and solidarity. Sociability is the manner in which the members of an organization are open and accessible to others. In some companies, sociability will be less and the employees never mingle with each other. They work on individual assignments and the organization never encourages social gatherings among the members. In some cases, it will be the reverse where the organization encourages team work and allows the employees to have informal meetings to understand each other. Organizations with high sociability will have good interpersonal relations among the members. The employees will be highly sociable. But in some cases, high sociability may lead to some inconveniences when a member of the organization commits a mistake. In such cases due to good interpersonal relations, the other members may be embarrassed to punish him.

Solidarity is the basic understanding of the members about their organizational task and responsibilities. The members of the organization with high solidarity will work together to achieve the organizational goal irrespective of the personal differences. In this case the members of the organization are clear about their roles in the organization and will be specific about their personal benefits.

Table 5.1 Definitions of Organizational Culture

1.	It is the set of beliefs, values and norms together with symbols like dramatize events and personalities that represent the unique character of an organization and provides the context for action in it and by it”.	Morgan (1998).
2.	It is a pattern of beliefs, values, and learned ways of dealing effectively with experience that have expanded during the course of an organization’s history and which tend to be demonstrated in its material arrangements and in the behaviours of its members	Brown (1998).
3.	It is the differences in the collective mental programming found among people in different organizations”.	Hofstede (2001)
4.	It is a complex entity of values, beliefs, behaviour norms, meanings and practices, shared by personnel within an establishment	Robbin (2004)
5.	It is the cognitive framework consisting of attitudes, values, behavioural norms, and expectations shared by an organization	Greenberg and Baron(2007)
6.	It is a socially constructed attribute of organizations that serves as the social glue binding an organization together	Cameron&Quinn (2011)

Hence in general, organizational culture is a common pattern of behaviour among the members of an organization which binds them and gives a sense of uniqueness to the organization. The main function of organizational culture is to give a sense of commonality which differentiates it from other organizations.

Types of Organizational Culture

The organizational culture can be categorized into four types (Fig 5.1) based on solidarity and sociability. They are networked, mercenary, fragmented and communal, (Goffee & Jones 1996). As per Cameron and Quin (2011), four types of culture are prevalent in business organizations based on internal or external focus and stability or flexibility. They are hierarchy, market, clan and Adhoc culture.

Organizational Culture Based on Sociability and Solidarity

Networked Organizations

Networked organizations have high sociability and low solidarity. In these organizations employees enjoy team work. They have frequently get-together, parties, etc. They move up the career ladder through informal means. Besides, meetings are filled with open criticisms against policies and the organization is not bureaucratic. Unilever is an example for networked organizations. The company

is present worldwide and has employees with different background. Unilever organizes events like conferences, trainings and these events are used for discussing future business strategies and developing friendship across employees.

Mercenary Organizations

Mercenary organizations have high solidarity and low sociability and are target oriented. The employees keep aside their personal issues for the benefit of their profession. Employees interact with each other only for work related issues but not for any personal enjoyment or for socializing. The organizations recognize hard work, but punish low performers. Low performers are warned and are given time for improvement and will be sacked if they fail to perform. In such organizations employees will remain in the organizations as long as they receive benefits for their hard work. Military, police organizations are mercenary organizations where duty comes first rather than family.



Fig 5.1 Organizational Culture Based on Solidarity and Sociability

Fragmented Organizations

Fragmented organizations have low sociability and solidarity. Employees are neither attached to the organization nor are they sociable. They work alone and never work in teams even for the benefit of the organization. These organizations thrive on individual task and performance rather than team tasks. Here employees get the flexibility to work from home and complete the assignment.

Communal Organizations

Communal organizations are high in sociability and solidarity. In such organizations, employees have good interpersonal relationships and love to work in teams. Employees are targeted towards organizational goals. They give equal importance to work and relationship. They are loyal to their

organization and love to accept shortfalls for the benefit of the organization. The organizations share the profits with the employees through rewards and incentives and the employees voluntarily opt for low rewards at the time of crisis. The startups that are in the initial stage of growth are an example for communal organizations. The employees work as a team, share benefits and loss and consider each other as a family. The companies whose business environment is not static need to be connected with the industry. Companies in Information Technology, pharmaceuticals, mobile networks, mobile phones adopt communal culture.

Competing Values Framework

Cameron and Quinn (2011) competing values framework (Fig 5.2) is predominantly used for assessing organizational culture. It captures different phenomena which an organizations undergo while operating in a business environment. It is developed based on two dimensions' focus and structure. The structure dimension illustrates the stability of the organization and focus depicts the internal or external orientation of the organization.

Hierarchy

The organizations of hierarchy culture are bound by rules, regulations, measurable outcomes and specialization. They are formal and give importance to formal structures and believe in control and power structures in the organization. The tasks are structured, procedures are fixed and the employees need to follow the rules and procedures for completing their work assignments. This is similar to Weber's bureaucracy. Promotions are based on seniority the norms are standardized and they are not deviated. All the government organizations have hierarchy organizational culture

Market

Market culture is different from hierarchy culture and is oriented towards the changes in the external environment of the organization. Organization gives importance to competition. It devises strategies to win and is result oriented to survive the competition in the industry. They work towards attracting suppliers, customers and want to be a market leader in its products and services.

Clan Culture

The employees consider their organization as family. They work with involvement and are committed to their work. The work environment is friendly and organization encourages their employees to voice the issues in the organizations. They give team rewards and encourage team work. Japanese business organizations are an example of clan culture. The strategy of these business organizations is to collaborate for success.

Adhoc

The organizations emerged in the information era have adhoc culture. These organizations believe in creativity and innovation. They have more external orientation and don't have permanent products. Their strategy for success is introducing new products. All organizations related to information technology for example, mobile, desktops, laptops are adopting adhoc culture. Their power structures and authority are temporary and highly adaptable to changing environmental needs.

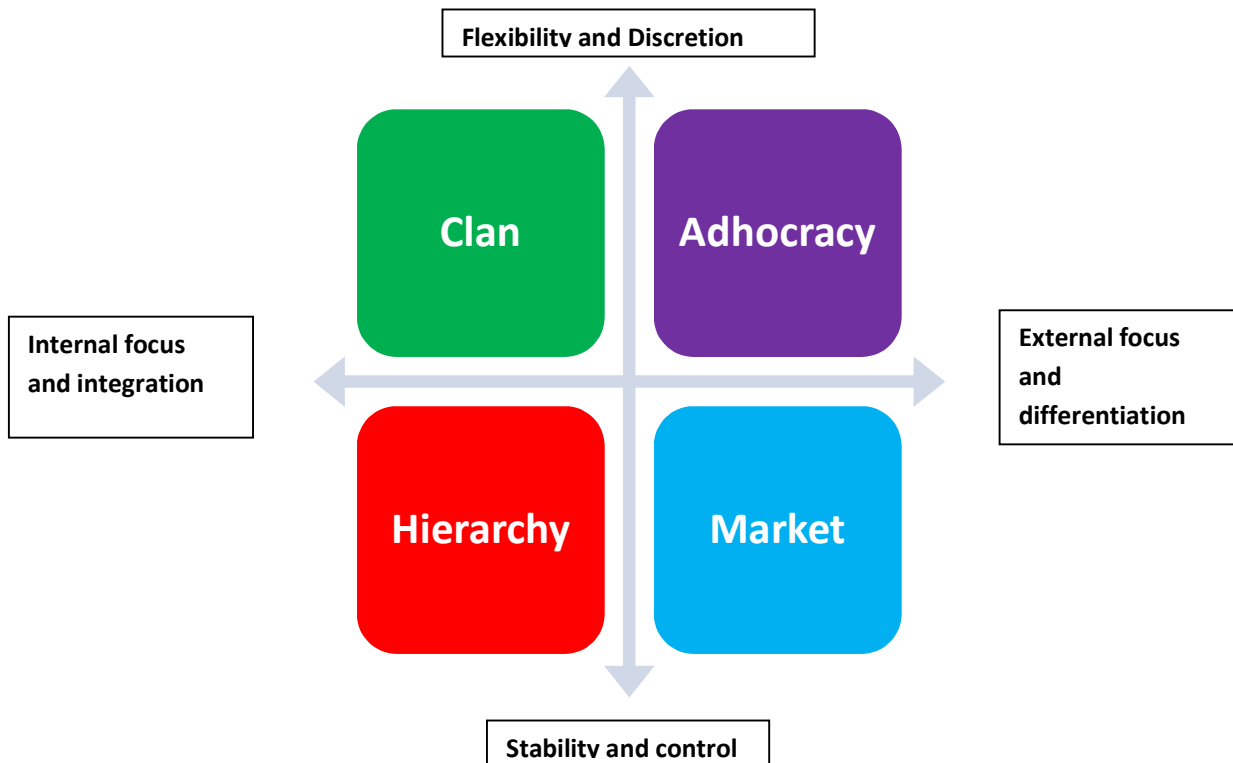


Fig 5.2 Competing values framework

Functions of Organizational Culture

Organizational culture is the linking factor across the organization and gives an identity to its members. Hence it differentiates one organization with the other and explains how different organizations are successful. Besides, successful business organizations have unique cultural trait which is the reason for their success (Peters & Waterman 1982). It serves as the major driving force for organizational performance (Sadri & Lees 2001). The core values, beliefs, organizational philosophy, leadership etc. result in high performance in the long run (Kotter & Heskett 1992). Besides, it is responsible for innovation and creativity in an organization.

Culture generates organizational climate. Specific organizational culture generates an organizational climate. Organizational climate is the perception of the members of the organization about the organization and its environment. It is the shared opinion of employees about the organization. The climate helps the employees of an organization to decide how to act in a situation. A positive work environment improves the job satisfaction and commitment of the employees. Culture creates a boundary. When the culture is imbibed in an organization after a period of time, the organization becomes institutionalized. Institutionalization occurs when an entity starts working on itself as it had established its norms over a period of time. In such cases, culture becomes the boundary and the distinguishing factor for the organization.

But in the long run, a culture makes the organization as a closed system which is not compatible with the external environment. In such case it becomes a road block for organizational change. Change is inevitable due to the dynamic business environment. Hence culture becomes dysfunctional in long run. Hence it becomes a necessity to probe the existing culture and modify it when the culture becomes the reason for the failure of an organization.

A sound organizational culture of an organization results in

- Interpersonal relations
- Team work
- Creativity
- Change
- Innovation
- Adaptation to the business environment
- Organizational performance

Rural Culture

Indian villages are unique in their behaviour. They have their own customs, beliefs, to protect their environment. See the Exhibit 1 given below which talks about unique villages in India. Rural culture is specific to its geographic region and differentiates itself from the neighboring villages. This is true when you look into the exhibit 5.1.

Exhibit 5.1

Villages with Rare Culture

Uppala A small village in Punjab is known for its water tanks. The water tanks are of different shapes like car and ship. **Malana** It is a village in Himachal Pradesh. The villagers believe themselves as the descendants of Alexander the Great. Villages normally have panchayats to manage them. But this village has bicameral parliament with lower and upper house. The lower house is called Kanishthang and upper house called Jayeshthang. Outsiders are not allowed to touch the walls and the things of the villagers. They have to pay Rs 1000 to Rs 2700 as fine if they touch any of the villagers belongings.

Shani Singnapur It is a 150 years old village in Ahmednagar district of Maharashtra. The houses of this village do not have doors. The police stations and other government buildings also should follow the rule. They can have transparent curtains. But the village has not faced theft or any other issues.

Korkrebellur The village is located in Maddur taluk of Karnataka. The villagers are protectors of birds. They have created an exclusive space for feeding birds. So the village has frequent visitations of rare birds. Besides, wounded birds are treated separately.

Source: ManabiKatoch, "A village of Millionnaires & More 10 unique Indian villages that will surprise you." Dated 07.08.2017 of thebetterindia.com.

To Summarize,

- Organizational culture is a common pattern of behaviour among the members of an organization which binds them and gives a sense of uniqueness to that particular organization.
- Organizational culture has two dimensions, Sociability and Solidarity.
- Sociability is the manner in which the members of an organization are open and accessible to others
- Solidarity is the basic understanding of the members about their organizations task and responsibilities
- Organizational culture can be categorized into four types based on solidarity and sociability, networked, mercenary, fragmented and communal
- Networked organizations have high sociability and low solidarity
- Mercenary organizations have high solidarity and low sociability and are target oriented.
- Fragmented organizations have low sociability and solidarity. Employees are neither attached to the organization nor are they sociable.
- Communal organizations are high in sociability and solidarity
- Hierarchy culture organizations are bounded by rules, regulations, measurable outcomes, specialization
- Market culture organizations are competitive and are oriented towards the external environment
- Clan culture organizations are family type organizations and give importance to collaboration
- Adhoc culture organizations are dynamic and give importance to creativity and innovations for their survival in the industry.

5.2 Creating Organizational Culture

Developing an organizational culture is not an easy job. It takes time to build culture. An organization with good culture will create good employees and deliver good products or service to the society. This unit discusses about creating and sustaining organizational culture.

Organizational culture has become an essential part of an organization for its identity. A strong organizational culture will bind the members together and leads to good performance. Every organization must have a specific organizational structure to differentiate it from other organizations. Creating a good culture is a specific process as culture is the exclusive symbol of an organization. Besides, leadership plays a major role in implementing the culture in the organization. A strong leader can identify the best culture suitable for his organization. The culture of an organization originates from the person who established the organization. He develops the organization based on his beliefs, assumptions and values. He structures the organization, generates authority, and formulates rewards, incentives based on certain criteria which reflect his ideology. This will be followed by all the employees of the organization and it becomes a practice in the long run.

Some organization may not know the existing culture of their organization. Such organizations are blind and must figure out its culture. The organizational culture which has its base from the founder of the organization cannot be static forever. The culture need to be modified based on the environmental demands for its survival and success in the industry. The following steps help in creating culture (Fig 5.2) for an organization.

- Analyse the current organizational culture
- Identify the best culture
- Generate an action plan
- Communicate the culture
- Implement the plan

Analyse the Current Organizational Culture

Every organization whether knowingly or unknowingly will have certain norms, beliefs and underlying assumptions from its year of establishment. Hence the preliminary step in creating a culture for an organization is first identifying its current organizational culture. This can be done by using an organizational culture assessment instrument developed by Cameron & Quinn (2011) All the employees of the organization must be involved in the assessment and a final decision should be made about the existing culture. If the organization is performing well, then the existing culture can be sustained. But if the organization thinks that the culture need to be changed suiting to the needs of the current business environment, then the next step, identifying the right culture can be followed for changing the culture.

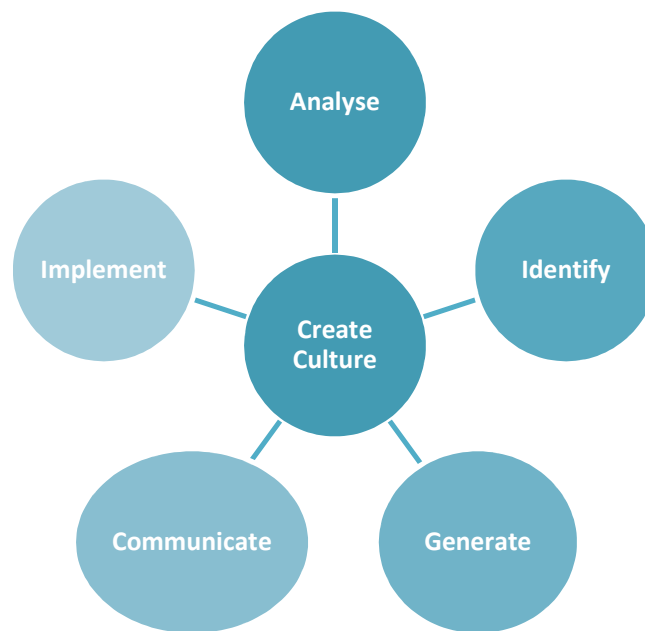


Fig 5.3 Creating Organizational Culture

Identify the Right Culture

The members of the organization should conduct focus group discussions with different levels of employees separately for identifying the right culture. The suppliers, customers, distributors should be involved in the discussion. The culture of other organizations in the same industry can be studied.

The beliefs, values and basic assumptions of the organizations need to be clearly stated as it is the culture.

Generate Action Plan

The strategies or the basic norms to imbibe the culture in the organization need to be framed. For example, in a rural institution like NGOs, the values may be service, satisfaction, the beliefs may be involving rural youth for implementing a welfare scheme, etc. Then these beliefs will be fixed as basic norms for implementing a welfare scheme in a village. Similarly, the rituals, artifacts are a symbol of culture. Organizational structure, decision rights, talent management systems, incentives frame the culture of an organization (Meehan et.al 2007). Then the organization must identify the mode of expressing the culture.

Communicate the Culture

The organization must clearly convey the importance of basic norms, assumptions to the members of the organization. The symbols exhibit the culture of the organization. Artifacts are one of the ways to communicate the culture to others. The culture can be depicted in the form of organizational designs, organizational systems, (Schein 2004), interior design of the building, pictures, mechanisms of operations, etc. This step is very important as it depicts the culture of the organization to the external world.

Implement the Plan

The last step is following the rules, norms as prescribed in the action plan. The members would be requested to follow the norms, assumptions and values while accomplishing the tasks for the organization. In due course the culture will become an inseparable part of the organization. Leaders of the organization play a major role in designing the organizational culture and implementing them. Culture is not only depicted in the artifacts, but the behaviour of the members of an organization, their way of interaction with the suppliers, customers, also convey the culture of the organization. The rituals, reward systems, interpersonal relationship across the members of the organization will expose the unique culture of the organization. The management should be strict in maintaining the organizational culture. The employees should exhibit the beliefs, values in their behaviour with the customers and suppliers.

Strong leaders play a major role in designing the culture and implementing them. The basic assumption about an organization, its products, business process, has its origin from the promoter of the organization. This assumption becomes a norm when it gives fruitful results. For example, if the leader assumes that the opinion of the subordinates gives good suggestions, and thus corrective measures taken by the leader on subordinate feedback helps in increasing organizational effectiveness. In such a case, taking subordinates' feedback or opinion becomes a culture in the organization. This will be followed as a norm for all decisions.

Organizational culture can be sustained by training, socialization and norms. The management should select the employees who are aligned with organizational values. The orientation training for the new employees should insist the norms and beliefs of the organization. Norms should be framed by the top management insisting the adoption of the organizational culture. Deviation of the norms should not be encouraged. Socialization process (Fig 5.3) for a new employee helps him to understand the culture of the organization.

Socialization

Socialization process consists of three stages, pre-entry, confrontation and adaptation (Fig 5.3).

Pre-entry Stage

The new entrants come to the organization with personal values, assumptions, attitudes. This basic mindset, when it matches with the organization after entering it, the new recruit will automatically mingle with the organization. But when the personal attitudes and values of the new entrant do not match with the organization, then he confronts with the values of the organization. Besides, they may have preconceived opinion about the organization, its culture and mode of operation.

Confrontation

In this stage, the new employee tries to mingle with the organization. He has to struggle with the existing norms, values and culture. This is the learning stage for the new employee. If the new entrant is a fresher, then this stage is the crucial stage for him. Mentoring at this stage helps the new employee to learn the culture of the organization. The period of this stage will be longer as it takes some time to change his mindset and adapt to the culture of the organization.

Adaptation

After the second stage, the employees try to modify their behaviour suiting to the needs of the organization. After adaptation they will know how to talk to the customers, superiors and subordinates.

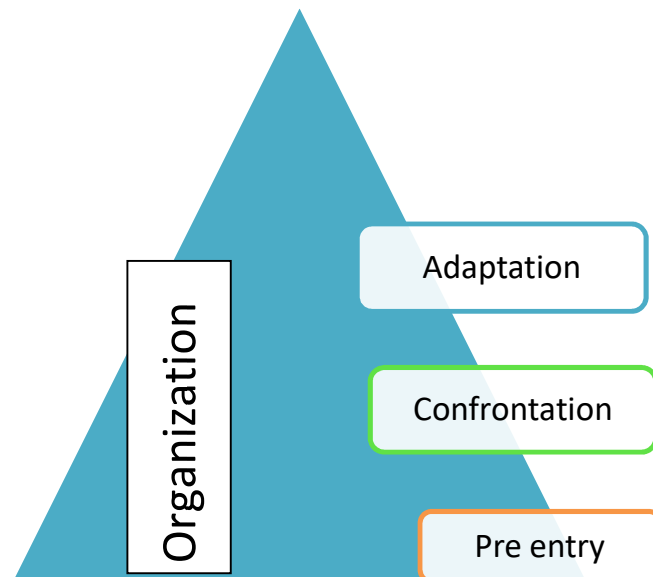


Fig 5.4 Socialization

How Employees Learn Culture

Employees learn organizational culture through rituals, artifacts, stories, language (Fig 5.4) (Robbins and Judge 2013).

Rituals Rituals are activities conducted repeatedly in an organization. For example, some organizations give incentives, rewards during the founder's day; some organizations celebrate the

birthdays of the employees; some organizations celebrate annual days and give best employee awards, best sales team award

Artifacts Artifacts are visual symbols present in an organization which express the culture of an organization. Some organizations adorn their buildings with pictures, which exhibit its core values. For example, if the organization considers eco-friendly approaches like go- green initiatives to attract customers, then it will decorate its office space with plants, adorn the office walls with paintings of waterfalls, flowers, etc. Such organization will use recycled products, conserve electricity by using solar panels for electricity etc.

Stories Success stories about the organization based on the beliefs, values, and assumptions help the employees to know about the organizational culture. These stories will be documented and presented to the employees.

Language Specific terms will be used to identify certain events, products, techniques, etc. These terms or jargons will be used by all the members of the organization. Such language will be used as a mode to learn culture.

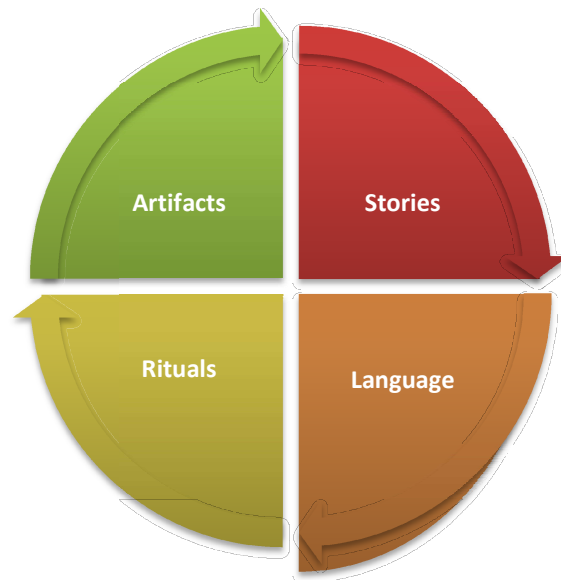


Fig 5.5 Learning Culture in an Organization

To Summarize,

- Analyse the existing organizational culture, identify the right organizational culture, generate the action plan, communicate the culture and implement the action plan are the steps in creating the organizational culture.
- Organizational culture assessment instrument developed by Cameron & Quinn (2011) can be used for identifying the current organizational culture
- The members of the organization should conduct focus group discussions to identify the right culture
- The strategies or the basic norms to imbibe the culture in the organization need to be framed

- The symbols exhibit the culture of the organization
- The rituals, reward systems, interpersonal relationship across the members of the organization will expose the unique culture of the organization.

5.3 Creating an Ethical Organizational Culture and a Customer Responsive Culture

Ethics is a moral code of conduct. It serves as the basis for developing moral values in a society. Ethics in organization is important for the society to which the organization renders its service. This unit discusses about the ethical organizational culture and customer responsive culture.

The objective of business organizations is to get profit and win the market share. To reach this objective, organizations indulge in unethical behaviours. Unethical behaviour at work is organization engaging in behaviours which are against the moral values and beliefs (Jones, 1991). The main cause for unethical behaviour is the thrust for power, target achievement, market share, profit, market leader, etc. Majority of the organizations indulge in unethical behaviour for its success. Wage disparity, harassment, unequal treatment, false claims, tax evasion, etc. are some of the unethical behaviours at work. Business ethics talks about ethics in doing a business. The adoption of ethics in business rests with the top management and the employees of the organization. Creating an ethical culture in the organization will pave the way for adopting moral principles at work. Ethical culture is defined as the perception of the employees about the organizational climate which favors ethical behaviour in organization (Trevino et.al 1998). As per the definition it is the employees' views about the conditions prevailing in an organization which helps to follow ethical behaviour than unethical means at work. For example, the organization should influence ethical behaviour by means of monetary and non-monetary rewards. Besides, the definition clearly states that the ethical climate develops attitudes and ethical culture encourages ethical behaviour in organization.

Corporate Ethical Virtues Model

Corporate ethical virtues model (Kaptein 2011) (Fig 5.5) explains about the virtues which are applicable for creating ethical organizational culture in an organization. The model consists of eight virtues which help in developing the ethical organizational culture. They are clarity of ethical standards, ethical role modeling of management and supervisors, capacity to behave ethically, commitment to behave ethically, visibility of unethical behaviour, openness to discuss ethical issues and reinforcement of ethical behaviour.

Clarity of Ethical Standards

This virtue talks about how far the ethical standards of an organization are simple, understandable and clearly distinct from the unethical behaviour. The ethical standards in a social environment vary with the ethical standards in an organizational setting. Hence the employees must clearly understand the ethical standards of their organization. So that they need not use their personal understanding about the ethical standards while following the ethics in their organization. This transparency helps the employees to avoid unethical behaviour at work.

Ethical Role Modeling of Management and Supervisors

The top management and the immediate superiors serve as the role model for the employees' behaviour. The employees generally follow the path of their superiors. Hence the superiors should be a role model in adopting ethical standards. Besides, the impact of the immediate superiors is more than that of the top management. So the managers across the hierarchy should follow ethical standards and influence their subordinates to follow the same.

Capacity to Behave Ethically

The employees of an organization engage in unethical behaviour to complete their assignments when they are not capable to complete their task using ethical means. This happens when there is shortage of time, resources, finance, power, etc. In this situation, they give importance to target achievement than following ethical standards. The top management should provide the employees with adequate resources, power, responsibility and time to execute a task. This support by the management helps in avoiding unethical practices in an organization.

Commitment to Behave Ethically

Job attitudes play a major role in bringing ethical behaviour in an organization. Job satisfaction, commitment are positive job attitudes which influence the ethical behaviour of the employees. Organizational commitment of an employee generates affinity to the organization. This bonding establishes ownership and a sense of belonging in an employee towards his organization. This attitude will prevent unethical behaviour at work.

Visibility of Unethical Behaviour

Visibility is the transparency in punishing unethical behaviour. The management should openly criticize the unethical behaviour to sensitize the employees in their organization. The employees should know that their unethical behaviour will be punished. This will create fear in committing unethical activities. Employees of the organization which has less visibility will try to mask their unethical behaviour and the chances of reoccurrence of this unfair means may increase in due course.

Openness to Discuss Ethical Issues

The management should exchange information and discuss the ethical issues in public. This openness will encourage the employees to share their opinion, doubts about the ethical issues. In a closed organization there is no freedom to discuss the ethical issues which will encourage unethical behaviour. But this is avoided in an open organization, where employees freely discuss the ethical issues.

Reinforcement of Ethical Behaviour

The organization should encourage ethical behaviour by giving monetary and non-monetary rewards. Similarly, it should punish any unfair activities by the employees. This will reinforce the adoption of ethical behaviour and stops unethical behaviour. Recognition, appreciation of ethical behaviour will create enthusiasm and employees will adopt the ethical behaviour voluntarily.



Fig 5.6 Corporate Ethical Virtues Model (Kaptein 2011)

Customer Responsive Culture

Organizations rely on its customers for its survival. The objective of any organization is to render product or service to the customers. Customer satisfaction is the major factor which influences the buying behaviour of a product or service. Ethical organizational culture reflects on the ethical way of attracting the customer. Customer focus is the belief in considering the interest of the customer as the prime motive while maintaining the interest of other stakeholders like employees, shareholders, suppliers; etc (Deshpande et.al 1993). The assumption of better customer service leads to better performance should be percolated into the organization through culture. Customer oriented service should be developed as a culture to make it as an identity of the organization. The customer can be internal or external to the organization. Internal customers are employees and the external customers are consumers of the product or service. The organization should be employee friendly to make the employees serve the external customers. Leadership, listening, analysis and understanding, integration and deployment, people, review and improvement are the characteristics of customer focus culture (Bartley et.al 2007).

Leadership

The top management should frame mission and vision based on customer focus. The top management should develop strategies focused on customers and encourage customer retentions.

Listening

Customers opinions about the service and product should be identified through customer surveys, feedback cards etc. Customers' needs should be identified through consumer surveys and their

complaints must be considered. Proper mechanism should be followed to get back the feedback from the customers.

Analysis and Understanding

Customer data should be maintained. The details of the customers, their buying behaviour must be analyzed. Their complaints must be registered and rectified.

Integration and Deployment

Customer surveys, feedbacks should be used in developing new products.

People

The internal policies should be focused on customers. The recruitment policy, training, performance appraisal and other activities should be based on the customers.

Review and Improve

The customer surveys, feedback and complaints attended must be cross checked and reviewed. Improvements should be made then and there.

Customer responsive culture is a must for service industries and other major industries who are dependent on customers.

In short,

- Ethical culture is defined as the perception of the employees about the organizational climate which favours ethical behaviour in organization
- Corporate ethical virtues model consists of eight virtues which help in developing the ethical organizational culture.
- They are clarity of ethical standards, ethical role modeling of management and supervisors, capacity to behave ethically, commitment to behave ethically, visibility of unethical behaviour, openness to discuss ethical issues and reinforcement of ethical behaviour.
- Leadership, listening, analysis and understanding, integration and deployment, people, review and improvement are the characteristics of customer focus culture

To Do Activity

You can identify different cultures prevailing in rural areas in their respective districts.

5.4 Organizational change

Change is an inevitable phenomenon for an organization. Every organization cannot have static structure, products, policies, etc. It has to accommodate the changes occurring in the industry. Furthermore, business environment of an organization is dynamic and cannot be predicted accurately. Hence, altering the strategies of the organization is essential to face the business challenges. This unit discusses in detail about organizational change, forces of organizational change and managing change.

An organization satisfies the needs of different stakeholders like employees, customers and other shareholders. Besides, it is dependent on the micro and macro business environment. As the needs of the stakeholders are changing, the organization has to alter its policies, culture, products etc. Moreover, the micro environment and macro environmental forces, like government, competitors, and suppliers are not static. For example, the use of normal cameras with films is outdated due to the invention of digital cameras. So the companies that produced cameras with films are out of the market as it has not adopted the new technology. Similarly type writing institutes are replaced with computer centers. When the organization is not ready to accept the change which is happening in the industry, it will then be wiped out of the market. Introducing change in an organization is not an easy task, as it involves the cooperation of the members of the organization. Organizational change has emerged as a unique area which is related to organizational development.

Forces of Change Certain forces act as a lever to initiate changes in the organization. Work force, competition, customers, technology, economy and government serves as the forces of change for an organization (Fig 5.6). These are the components of business environment which act as the antecedents for inducing change in an organization.

Workforce At present, the workforce is a diverse group, with differences in gender, age, education, experience, etc. hence the attitude, behaviour of the work force will not be common. Their requirements and preferences vary, which results in low satisfaction, commitment to the job and organization.

Competition Most of the industries have many organizations. For example IT, retail, agricultural input, food processing have huge number of companies. Big companies acquire small companies leading to mergers and acquisitions.

Customers The buying behaviour of the customers is changing day by day. Their needs and preferences also change. For example, customers prefer online shopping and are becoming health conscious. Their choices are more due to presence of quantity and variety of products available in the market.

Technology New production technologies are emerging day by day. So investment in new machineries is essential for upgrading the production process or the delivery of service whichever

may be the business. Besides, training the employees to improve their skill and knowledge to use the new technology should also be done for applying the technology.

Economy The economy of the country may increase or decrease due to the climatic conditions, international policies, etc. The change in the exchange rate also plays a major role in operating an organization.

Government Government policies affect the organization. The laws imposed by the government and the tax policies of the government affect the industry. Similarly, changes in the foreign policies like export import policies of the government create a major impact on the organization.

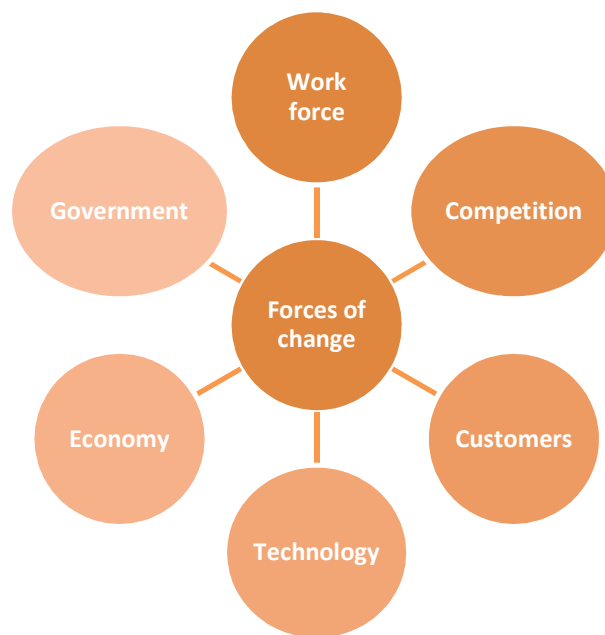


Fig 5. 7 Forces of Change

Resistance to Change

Resistance is the negative attitude and behaviour towards change. Organizational change faces a lot of resistance at the initial stage and thus, it is most critical for smooth change implementation. Resistance to change may be explicit or implicit. Employees may openly criticize the change or may not cooperate to impart the change.

The forces of resistance need to be identified to know the causes of resistance. The sources of resistance may be individual or organizational. Employees may fear about lack of knowledge and skill to implement the new technology, strategy or process. They may worry about the outcome of the change practices. So, the employees may develop a negative opinion about the change practices.

The individual resistance needs to be analysed based on the three components of attitude i.e. cognitive, affective and behavioural.

Resistance will be at cognitive (thinking) level, if the employee has doubts about the change practices and lacks commitment. When the employee shows stress and expresses his opinion emotionally, then the resistance will be affective (feeling). When the employee disrupts the change process and stops cooperating, the resistance will be behavioural (doing).

The employees at cognitive and affective level of resistance can be changed by educating the positive benefits of the change practice. In the behavioural component of resistance, the employees will be objecting to the change by refusing to accept and participate in the change process. Some employees may show their resistance by means of lethargy, delay in work. This is the passive form of resistance where they show the resistance in an unconscious way (Smollen 2011). But in most cases individuals will operate at all the three levels of resistance (Piderit 2000). Predisposition towards resistance of change, personal resilience and openness to change, self concept, risk tolerance are some of the personality characters of individuals which affects the acceptance of change. Resilience is the capacity of an individual to cope with challenges, risk and uncertain situations. As per Wanberg & Banas (2000), personal resilience attribute of an individual can foretell the eagerness to accept change.

Organizational barriers of change are the structural and procedural issues in an organization. Besides, the interrelated sub-systems may be a threat to change in an organization.

Managing Change

Different models of change help in managing the change process. Kurt Lewin devised a three step model of change which is predominantly used to introduce organizational change. The three step model consists of unfreezing, movement and refreezing (Fig 5.8).

Unfreezing

This is the initial stage in the change process where the equilibrium state or stable state of the organization gets disturbed. The change agent is the person who introduces the change. The change agent makes the organization ready for accepting change. This is done by educating the members that the equilibrium state of the organization is not good for its development. The forces of resistance to change should be removed in this stage. Force field analysis (Fig 5.7) helps in overcoming the resistance. The driving forces and restraining forces of change are identified in the organization. The status quo or the equilibrium state is disturbed either by reducing the restraining forces or increasing the driving forces. Restraining forces are the forces that resist change and the driving forces are the forces that support change. Education, personal rapport, support by the organization helps in overcoming the resistance to change.

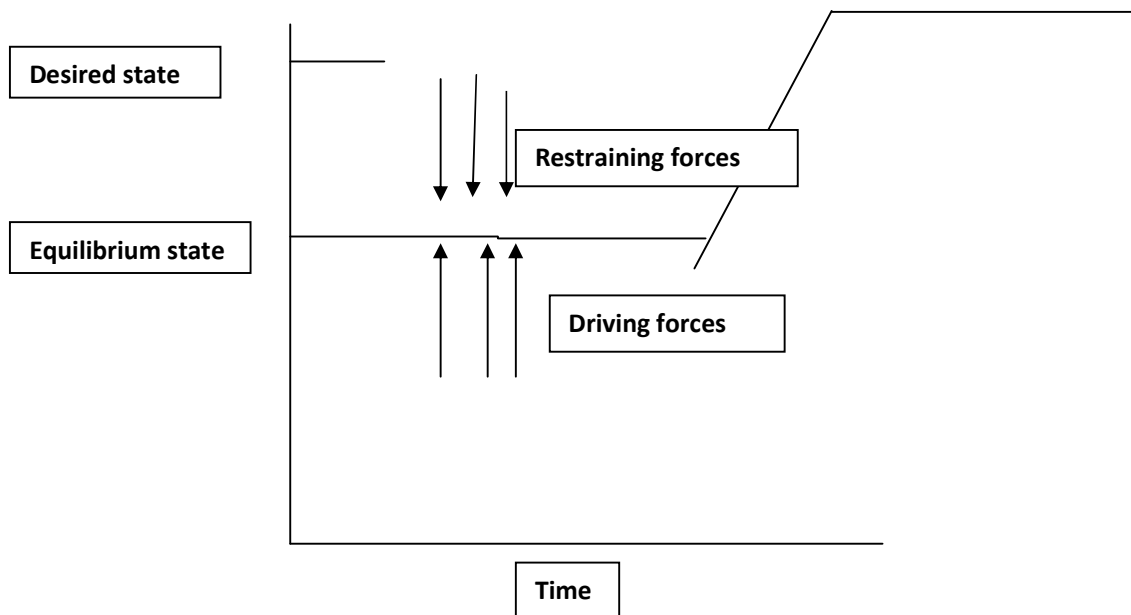


Fig 5.8 Force Field Analysis

Movement or Change

The change process is implemented and the organization has moved from the equilibrium state to the desired state in this stage. This will take more time as the employees should move out their personal differences to change. They must be clearly educated about the benefits of accepting the change. Mergers and acquisitions of organizations can be done successfully by following the planned change.

Refreezing

The organization after accepting the change reaches stability. The employees start accepting the change and will get the benefits of change. In this stage the organization should celebrate the success of change to encourage its employees.

To support the change, the change agent must bring partners who support the change. The team of supporters for change, serves as the driving forces for implementing and sustaining the changes taken in the organization.



Fig 5. 9 Lewin Three Step Model of Change

Kotter's Model of Change

Kotter's (1996) model consists of eight phases of change (Fig 5.9) and tells the reasons why some change processes fail. They are

- create a sense of urgency
- build a guiding coalition
- create a vision

- communicate the vision
- empower others to act on vision
- plan for and create short term wins
- consolidate improvements and produce more change
- Institutionalize the new approaches.

These eight steps help in introducing the change in an organization overcoming the barriers. This model is best suited and helps to reengineer the jobs for rejuvenation of the organization.

Create a Sense of Urgency

The organization should convey the necessity of accepting the change. The ill effects of the static position of the organization must be clearly explained to the employees. The importance of accepting the new practices immediately must be explained. The change agent may be the CEO if the entire organization needs to be changed or a section head if the section needs to be altered. Convincing the entire team is a challenge as they have to move out of their comfort zone and have to put more effort in the change process. The situation of the company, competitors, market, customers must be analyzed for creating the urgency to change.

Build a Guiding Coalition

The change agent should form a team of supporters who accept change and involve them in implementing the change process. A coalition of partners will create a confidence to other members to accept the change and implement it.

Create a Vision

The change Agent along with the team should develop a vision and then devise the change strategy to achieve it. For example, the objective can be improving the product quality, reducing cost of production, reaching more customers, etc.

Communicate the Vision

The vision must be communicated to all the members of the organization. In this case the change agent and the team of partners must use all means to express the vision to the entire organization. The top management must talk to the employees to create eagerness for change among them. They can place placards, quotes, in the display boards.

Empower Others to Act on Vision

The Chapters or obstacles for change must be crossed. The obstacles can be organizational policies, reward systems, organizational structures within the organization. The coalition partners must be empowered to take action. New ideas must be encouraged.

Create Short Term Wins

The outcomes of the change process must be visible. Employees who are responsible for the outcome must be recognized and rewarded. While planning the vision, these visible benefits or milestones encourages and attracts the persons who are against the change process.

Consolidate Improvements and Produce More Change

The Chapters in the process of transformation must be removed and the initiatives taken must be continued; it should not stop after the short term wins. Some companies after realizing the benefits will stop their efforts and in due course the momentum generated for change will slowly move out of the organization. Hence, the strategies and activities must be continued and maintained in the organizational system.

Institutionalize the New Approaches

The changed policies, structures for implementing the change must be embedded in the system. The new values created and the techniques learnt must be rooted in the system. This should be developed as the culture of the organization. The new recruits must be selected based on the new norms and the change made in the job must be included in the job description.

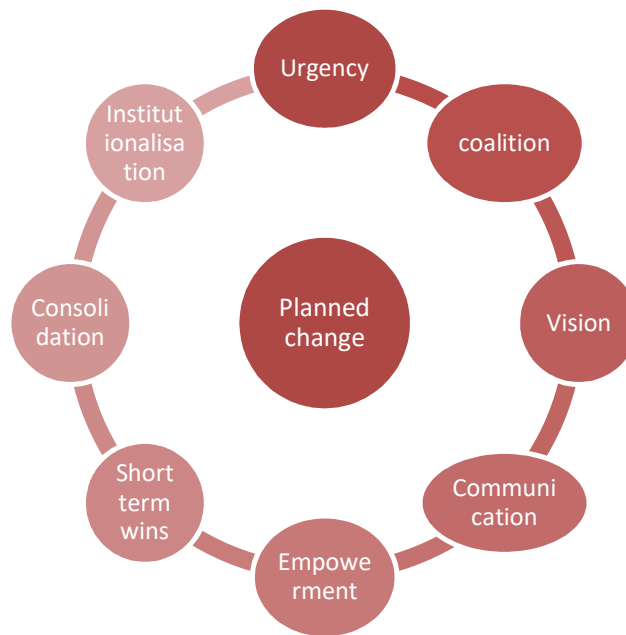


Fig 5.10 Kotter's Model of Change

Exhibit 5.1- Swach Bharath Mission

You know SWACH BHARAH MISSION was implemented from 02.10.2014. The objective is to make all the Indian villages open defecation free before 02.10.2019. How to introduce this change in the rural villages? Apply the Lewin and Kotter model of change. Link the activities of the government to each stage of the change models.

Lewin Model of Change



S.No	Steps	Activities
1.	Unfreezing	People are educated about the importance of having toilets in home. The ill effects of open defecation are illustrated through pamphlets, TV advertisements. The educated youth in the village will be the driving forces and the illiterates are the restraining forces. Youngsters in the villages are motivated to educate their family about clean toilets.
2.	Change	The government gives an incentive of Rs 12000 shared by both central and state government for the construction of toilets.
3.	Refreezing	Toilets are constructed and at present 5, 42,286 villages are free from open defecation.

Kotters' Model of Change

1.	Urgency	The government had created the urgency to build toilets for health and sanitation in villages and introduced SWACH BHARATH MISSION on 02.10.2014
2.	Coalition	The central government had a coalition with the State governments, village Panchayats, mass media to implement the scheme
3.	Vision	To declare all Indian Villages open defecation free before 02.10.2019. At present 98.62 per cent was achieved.
4.	Communication	The message was communicated to the public through pamphlets, television ads, movies, etc.
5.	Empowerment	Each household is empowered through a financial incentive of Rs 12000 shared by both central and state government for toilet construction
6.	Short term wins	The government had declared 5, 42,286 villages as free from open defecation
7.	Consolidation	Villages in Orissa and the Union territory of Goa have not reached the target. Poor housing, lack of funds; issues between the political parties are the barriers in toilet construction.
8.	Institutionalization	This stage has not been reached as 100 per cent is not achieved.

To Summarize

- The forces of change for an organization are work force, competition, customers, technology, economy and government.
- Resistance is the negative attitude and behaviour towards change. The sources of resistance may be individual or organizational. The personality characters of individuals which affects the acceptance of change, predisposition towards resistance of change, personal resilience and openness to change, self concept, risk tolerance. Organizational barriers of change are the structural and procedural issues in an organization.
- The three step model of Kurt Lewin consists of unfreezing, movement and refreezing stages . Unfreezing stage disturbs the equilibrium state or stable state of the organization. Restraining forces are the forces that resist change and the driving forces are the forces that support change. The change stage moves the organization from the equilibrium state to the desired state in this stage. The organization after accepting the change reaches the stability in the refreezing stage.
- Kotters (1996) model consists of eight stages. They are- create a sense of urgency, build a guiding coalition, create a vision, communicate the vision, empower others to act on vision, plan for and create short term wins, consolidate improvements and produce more change and institutionalize the new approaches.

To Do Activity

1. The students can identify a small change which can be implemented in their education process. For example, the changes can be done in their method of learning this course. Kottlers planned model of change can be used to implement the change

S.No	Steps	Activities
1.	Urgency	Identify the change which is to be done immediately.
2.	Coalition	Get supporters for implementing the change
3.	Vision	Identify an objective for implementing the change. For example, it can be improving the presentation skills or scoring high marks, etc
4.	Communication	Inform to all the members the objective and the change process
5.	Empowerment	Fix responsibilities to persons and give them all resources to work for achieving the objective
6.	Short term wins	Identify small improvements after applying the changes
7.	Consolidation	Continue the change process till the objective is reached
8.	Institutionalization	After reaching the objective, for example scored high marks, then make the activities which helped to score high marks as a rule to be followed.

2. Students can devise a change strategy for green campus and implement it using the Kotter's model.

5.5 Empowerment and Quality of Work Life

The reasons for reaching a target or getting success can be hard work, commitment. But the most important factor for success is empowerment. If an individual has enough resources, knowledge, skill, money, position, then he is empowered to do anything. Also, the environment, where he

works must have all facilities to work. In such a situation he can work happily and reach his targets in his career. This unit discusses about empowerment and quality of life

Meaning

Empowerment is necessary to take decisions, complete a work and is essential for fulfilling the organizational objectives. This is a vital tool for organizational success. Every organization depends on human resources, irrespective of their level in the hierarchy. Completion of daily targets, satisfying the customers, thereby getting more profit, return on investment, market share, etc, is based on the competency of the human resource. Empowerment is the competency of the human resource which helps him to deliver the best. Empowerment results in high motivation, less attrition, high productivity and high service quality (Lashley 1995). Empowerment can also be termed as a process by which an individual's belief in his competency is reinforced (Conger & Kanungo 1988). Menon (1995) defines empowerment as "a cognitive state of perceived control, perceived competence and goal internalization." Empowerment can be analyzed based on two perspectives. One aspect is considering empowerment as psychological and another considering empowerment as organizational. These two aspects give us an understanding about the basis for empowerment. Empowerment based on individual characters shaped by the environment is psychological empowerment. Organizational empowerment is due to practices adopted by the organization. The practices like delegation of work, job designing, job enrichment etc empower the employees.

Psychological Empowerment

Psychological empowerment is a set of cognitions shaped by the work environment (Thomas & Velthouse 1990). It can also be related to self-esteem, locus of control, which serves as the base for psychological empowerment Speitzer (1995).

Self-esteem is the value or dignity an individual has about himself. It means that he believes that he has some worth. Locus of control is the belief an individual is responsible for his actions rather than the external environment.

Hence when an individual feels that he is competent enough to complete a task, such empowerment helps him to cross all hurdles and reach his target. This is called psychological empowerment. Psychological empowerment is related to intrinsic motivation or self-motivation which is in the mindset of an individual. According to Speitzer (1995) meaning, competence, self-determination and impact (Fig 5.10) develop the psychological empowerment which is the basis for intrinsic motivation. Meaning is the importance an individual gives to the purpose or task given to him based on his opinion. Competence is the faith in him about his capacity to do the task. Self-determination is his initiation in doing the work, deciding the method of doing the work, etc. Impact is the influence he has on the outcome of the work he does.

Women in villages form self-help groups for financial sustainability. They become independent and empowered. Look into the exhibit 5.2 given below

Exhibit-5.2

Organizational Empowerment

Organizational empowerment of an employee is developed by the set of management practices, policies adopted by the organization. The managers delegate authority, responsibility to the employees for decision making. In short the legitimate power by position is shared to the employees to give them autonomy for deciding their courses of action. Organizational empowerment can be seen as a set of human resource management practices adopted by the organization rather than looking it from a perspective of power sharing (Kauzlauskait et.al (2012). According to Harley (1999), empowerment is delegating responsibility and sharing information across the levels of hierarchy in the organization. As per Mathews et.al (2003), organizational empowerment is composed of dynamic structural framework, control of work place decisions and fluidity in information sharing (Fig 5.11). Dynamic structural framework is the clear guidelines given by the organization to the employees for doing their work assignments. For example, the vision, mission, objectives of an organization must be clearly stated to the employees. Control of work decisions relates to the

participation of the employee in work related activities accessing inputs, selecting team mates, goal setting, work targets, etc. Fluidity in information sharing is the openness in getting the information related to the organization.

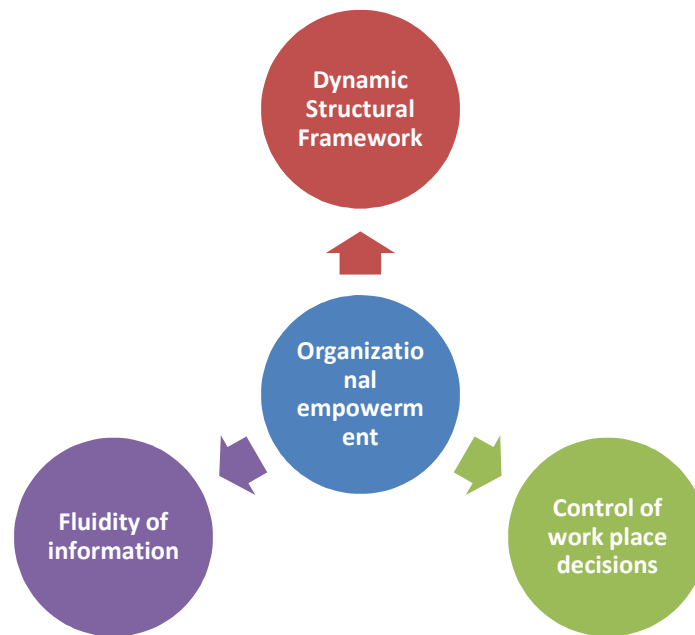


Fig 5.12 Organizational Empowerment (Mathews et.al2003)

Empowerment Process

The organization should initiate the empowerment process when it realizes that the employees are not empowered. This will be reflected by the reduction in organizational performance. Empowerment process consists of five stages. They are as follows

- identifying the powerlessness in the employees,
- employing management strategies for empowering employees,
- sources of self-efficacy information,
- empowered employees
- realizing the outcomes of empowered employees

Powerlessness in Employees

The organization must identify the reasons for lack of power or confidence in employees. Organizational, supervisory style, job design and reward systems are the factors responsible for powerlessness. Bureaucratic culture, authoritative leadership, job design, information access, centralization, non-access to inputs, no recognition, lack of performance based rewards, lack of job clarity, unachievable targets, huge power distance are some of the factors which result in powerlessness.

Management Strategies

Management should follow certain strategies to empower the employees. Participative management, performance based rewards, decentralization, access to resources, job enrichment, etc are some of the management strategies for employee empowerment.

Sources of Self-Efficacy Information

The employees must realize their empowerment. Management must provide opportunities to make them realize their self-efficacy. Enactive attainment, vicarious experience, verbal persuasion and emotional arousal are four methods to make the employees understand their self-efficacy (Bandura 1977,1986). Enactive attainment is giving the employee, challenging assignments to test his self-efficacy. Employees being motivated by observing their coworkers, supervisors, team leaders, others ,etc is vicarious experience. An employee will be inspired by working under a manager who is enthusiastic, inspirational, risk taker etc. He will consider his superior as the role model. Words of appreciation, applause, praise, recognition persuades the employee to face challenges. Finally stress free environment, supportive team reduces the emotional strain of the employee.

The fourth stage is the empowered employees. The employees feel competent and they believe that their competency will give them rewards. Vroom's (1964) expectancy theory of motivation is applied at this stage. This theory states that the belief in their efforts will create expectation in the rewards for their behaviour. Employees complete their works, achieve their target and realize the benefits. This will be sustained as long as the organization supports the employee empowerment.

Quality of Work Life

Scientific management theory evoked the principle of applying science in doing work. This theory defined the economic man which means workers are motivated only by money. This theory created a revolution in management which is the starting period of management. But later Elton Mayo's Hawthorne studies showed a different perspective of work performance. Hawthorne studies opened the human relation's view of management. According to this study, the work environment plays a major role in improving the workers' performance. Quality of work life is a component of the work environment. The concept of quality of work life emerged in the 1960s when it was applied in General Motors (Goody 1989). It is the prosperity of the employee which yields job satisfaction, empowerment, commitment, etc. Quality of work life is based on satisfaction of needs of the employees (Efraty& Syrgy1990). As per Adhikari & Gowtham (2010), it is how the employees perceive about their mental and physical well-being. It is also the balance between work life and personal life of the employees (Connel&Hannif 2009). Quality of work life is the satisfaction of the lower and higher order needs of the employees Sirgy et.al (2001). Pay, safety, recognition, appreciation, free time, learning, career opportunities, creativity are the employee needs which should be met by the organization for their well-being.

The organization should take care of the employee needs for improving job satisfaction, performance and reducing attrition. Quality of work life is also a component of empowerment. Autonomy of work, recognition, appreciation, training, career growth, rewards are some of the components of quality of work life. The benefits of quality of work life are job satisfaction, organizational commitment, organizational performance and employee retention.

To Summarize,

- Empowerment is the competency of the human resource which helps him to deliver the best
- Empowerment can be analyzed based on two perspectives. They are organizational and psychological empowerment.
- Meaning, competence, self-determination and impact are components of psychological empowerment.

- Organizational empowerment is composed of dynamic structural framework, control of work place decisions and fluidity in information sharing.
- Empowerment process consists of five stages. It begins with identifying the powerlessness in the employees, followed by employing management strategies for empowering employees, sources of self-efficacy information, empowered employees and the last stage is realizing the outcomes of empowered employees.
- Quality of work life is the well-being or prosperity of the employees.

To Do Activity

Discuss in groups about the advantages and disadvantages of the case corporate project Shakthi.

Case- Women Empowerment in Villages

HUL constituted Project Sakthi in 2001 for reaching its rural customers and empowering rural women. Women from villages are trained by the company to become entrepreneurs. They are called Shakti Ammas. They are trained in negotiation, communication distribution and knowledge about the products of Unilever by the rural sales promoters (RSP) of the company.

At present the project has spread across 18 states and 80,000 entrepreneurs are trained under Project Shakti. Unilever company is now applying the same model in Asian, African countries. At present the project is in operation in Srilankaas Saubagya and in Bangladesh as Joyeeta.

Source Kala Vijayaraghavan, "Unilever copying HUL's Project Sakthi globally," The economic Times dated 16.01.2009 and www.hul.co.in

Organizational Change- An Outlook

Organizational change is an inevitable phenomenon in the current dynamic business environment. Trustworthiness, benevolence, integrity are the essential characters of the managers while implementing organizational change, in other words, Organization need to exhibit the trustworthiness in terms of actions rather than just words at times of uncertainty. (Cui *et.al* 2018)

Supervisor support, job control seems to be the mechanisms to overcome the employee stress due to organizational change (Day *et.al* 2017). Job control represents the autonomy given to the employee to decide his method of executing his work, time period, etc.

Questions for Thinking

1. Differentiate the types of cultures.
2. Identify the organizational culture of your institution based on Cameroon framework.
3. Identify the unique culture of different NGOs working for rural development
4. Identify the factors of psychological and organizational empowerment for employees working in NGOs, rural banks.

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Editors' Profile

Dr W G Prasanna Kumar

Dr. W G Prasanna Kumar, Chairman, Mahatma Gandhi National Council of Rural Education (MGNCRE), holds Ph.D in Education with basic degree in Social Work and Master's Degree in Sociology, Public Administration and Political Science. He also has professional education in Environmental Economics, Public Relations, Communication, and Training and Development. Under his leadership MGNCRE has done instrumental work in building rural resilience including rural community engagement and Nai Talim - Experiential Learning.

The several areas of functional work envisaged and implemented successfully by Dr. W G Prasanna Kumar include Curriculum Development Programmes, Course Material Preparation, Faculty Development Programmes, Workshops, Roundtables, Rural Immersion Training Programmes, Swachhta Action Plan Activities, Community Engagement Programmes, Rural Management Programmes, Nai Talim Programmes, WASH Volunteerism Programmes in collaboration with UNICEF and UBA Activities.

The national initiative of reviving Mahatma Gandhi's ideas of Nai Talim, spearheaded by Dr. W G Prasanna Kumar, has met unprecedented success at both national and state levels. The primary objective of this initiative is to promote Gandhiji's ideas on Experiential Learning, Nai Talim, Work Education and Community Engagement, and mainstreaming them in School Education and Teacher Education Curriculum & Pedagogy. The pilot developmental project is a product of intensive workshop based interactions and consultations with Departments of Education in Universities in India, National Council of Educational Research and Training (NCERT), and State Council of Educational Research and Training (SCERTs) across all Indian States/UTs. He considers this initiative as a great tribute to Mahatma Gandhi.

Dr. W G Prasanna Kumar has been instrumental in developing MGNCRE's state-of-the-art e-Learning Centre with infrastructure for conferencing and training facilities which include training programs, skill building sessions and workshops with facility for video linking the entire country and sharing online educational resources for rural community engagement and development. The compilation, development and nationwide release of Swachh Campus and Jal Shakti Manuals are his major contributions to Higher Educational Institutions. These Manuals have been directed by the Ministry to be put into usage by Higher Education Institutions including Universities, Colleges and Polytechnics in developing strategies, action plans and implementation plans for water conservation on the campuses and in the villages with which the campuses are engaged with in National Service Scheme (NSS), Swachhta Action Plan (SAP) and Unnat Bharat Abhiyan (UBA).

As Professor and Head, Centre for Climate Education and Disaster Management in Dr. MCRHRD Institute, he conducts several capacity building and action research programmes in climate education, disaster management and crowd management. He has handled many regional, national and international environmental education programmes and events including UN CoP11 and Convention on Biological Diversity and Media Information Management on Environmental Issues.

As Director in National Green Corps in the State Government for over 11 years and Senior Social Scientist in State Pollution Control Board for 6 years Dr. W G Prasanna Kumar conducted various

curriculum and non-curriculum related training programmes in environmental education. He was awarded Best State Nodal Officer of National Green Corps by Centre for Science and Environment, New Delhi in 2008. He was recipient of Jal Mithra Award from Earthwatch Institute of India and Water Aid New Delhi, 2014 and Certificate of Commendation for the services in UN Conference of Parties and Convention for Biodiversity conducted at Hyderabad in 2012. He was a Resource Person for AP Judicial Academy, AP Police Academy, AP Forest Academy, EPTRI, Commissionserate of Higher Education and Intermediate Education, State Council for Educational Research and Training and National Council for Educational Research and Training New Delhi, CCRT, Bharathiya Vidyapeet University Pune, CPR Environmental Education Centre Chennai and Centre for Environment Education Ahmedabad.

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Dr Hemalatha has completed her Under Graduation in Agriculture, Post Graduation in Business Management and Doctorate in Agribusiness Management with specialization in human resource management. She has experience in teaching organizational behavior and human resource management for 15 years and published research articles in national and international journals. Her contributions include the formulation of UG, PG and Ph.D course curriculum in human resource management and organizational behavior. The experience gained her the Accredited Management Teacher award in Human Resource Management from All India Management Association. Her participation in UK India Education Research Initiative (UKIERI) Technical Leadership Programme coordinated by AICTE yielded Level 5 certificate from Chartered Management Institute United Kingdom. Her research interests are in the area of Human capital, Human Performance Technology and Talent Management.



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