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Subject-Organization Behavior

Unit	Syllabus
Unit – I	Concept of Organizational Behavior, Contributing disciplines to organizational Behavior; Background/historical perspective and framework of OB.
Unit – II	Individual Behaviour, Personality perception- Perceptual selectivity, Perceptual organization, social perception and Impression management, Attitudes and Values, Learning and Reinforcement.
Unit – III	Leadership- Concept and Theories of leadership. Qualities of a good leader. Group Dynamics- Group Formation, Nature of groups, Reasons for joining Groups, Functions of group within organization.
Unit – IV	Stress Management- Meaning, cause, effect and coping strategies for stress, work stress, organizational change and development.
Unit – V	International dimensions of organizational behavior, equal employment opportunities, organizational culture, managing cultural diversity, learning organisation.



## UNIT-1

### Concept of Organizational Behavior

The concept of OB is based on two key elements namely –

- Nature of people
- Nature of the organization

#### Nature of People

In simple words, nature of people is the basic qualities of a person, or the character that personifies an individual they can be similar or unique. Talking at the organizational level, some major factors affecting the nature of people have been highlighted. They are –

- **Individual Difference** – It is the managerial approach towards each employee individually, that is one-on-one approach and not the statistical approach, that is, avoidance of single rule. **Example**– Manager should not be biased towards any particular employee rather should treat them equally and try not to judge anyone on any other factor apart from their work.
- **Perception** – It is a unique ability to observe, listen and conclude something. It is believing in our senses. In short, the way we interpret things and have our point of view is our perception. **Example** – Aman thinks late night parties spoil youth while Anamika thinks late night parties are a way of making new friends. Here we see both Aman and Anamika have different perception about the same thing.
- **A whole person** – As we all know that a person's skill or brain cannot be employed we have to employ a whole person. Skill comes from background and knowledge. Our personal life cannot be totally separated from our work life, just like emotional conditions are not separable from physical conditions. So, people function is the functioning of a total human being not a specific feature of human being.



- **Motivated behavior** – It is the behavior implanted or caused by some motivation from some person, group or even a situation. In an organization, we can see two different types of motivated employees –
  - **Positive motivation** – Encouraging others to change their behavior or say complete a task by luring them with promotions or any other profits. Example – “If you complete this, you will gain this.”
  - **Negative motivation** – Forcing or warning others to change their behavior else there can be serious consequences. Example – “If you don’t complete this, you will be deprived from the office.”
- **Value of person** – Employees want to be valued and appreciated for their skills and abilities followed by opportunities which help them develop themselves.

#### Nature of Organization

Nature of organization states the motive of the firm. It is the opportunities it provides in the global market. It also defines the employees’ standard; in short, it defines the character of the company by acting as a mirror reflection of the company. We can understand the nature of any firm with its social system, the mutual interest it shares and the work ethics.

Let us take a quick look at all these factors –

- **Social system** – Every organization socializes with other firms, their customers, or simply the outer world, and all of its employees - their own social roles and status. Their behavior is mainly influenced by their group as well as individual drives. Social system are of two types namely –
  - **Formal** – Groups formed by people working together in a firm or people that belong to the same club is considered as **formal social system**. **Example** – A success party after getting a project.
  - **Informal** – A group of friends, people socializing with others freely, enjoying, partying or chilling. **Example** – Birthday party.



- **Mutual interest** – Every organization needs people and people need organizations to survive and prosper. Basically it's a mutual understanding between the organization and the employees that helps both reach their respective objectives. **Example** – We deposit our money in the bank, in return the bank gives us loan, interest, etc.
- **Ethics** – They are the moral principles of an individual, group, and organization. In order to attract and keep valuable employees, ethical treatment is necessary and some moral standards need to be set. In fact, companies are now establishing code of ethics training reward for notable ethical behavior.

### **Contributing Disciplines to Organizational Behavior (OB)**

**Organization behavior is an applied science that is built up on contribution from a number of behavioral science such as:**

#### **1. Psychology**

The terms psychology comes from the Greek word 'Psyche' meaning soul or spirit. Psychology is the science that seeks to measure, explain and sometimes change the behavior of human beings. Modern psychology is almost universally defined as the science of behavior which is nearly identical with behavioral science, in general. Psychology has a great deal of influence on the field of organizational behavior. Psychology is concerned with individual behavior.

Psychology studies behavior of different people in various conditions such as normal, abnormal, social, industrial legal, childhood, adolescence, old age, etc. It also studies processes of human behavior, such as learning, motivation, perception, individual and group decision-making, pattern of influences change in organization, group process, satisfaction, communication, selection and training.



It is a science, which describes the change of behavior of human and other animals. It is concerned with the more study of human behavior. The major contribution of psychology in the field of OB (Organizational Behavior) have been concerned are following:

- Learning
- Personality
- Perception
- Individual decision-making
- Performance appraised
- Attitude measurement
- Employee selected
- Work design
- Motivation
- Emotions
- Work strain
- Job satisfaction

## **2. Social Psychology**

Social psychology is that part of psychology that integrates concepts from psychology and sociology. In other words, social psychology studies all aspects of social behavior and social thought – how people think about and interact with others. One of the areas receiving considerable attention from social psychology is change law to reduce its resistance and implement it successfully. Additionally, social psychology is useful in the areas of measuring and understanding changing attitudes; communication patterns; the ways in which group activities can satisfy individual needs and group decision making processes. It focuses on the influences of people on one another.

It is an area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another. The major contributions of social psychology to OB are as follows:



- Behavior change
- Attitude change
- Communication
- Group process
- Group decision-making

### **3. Sociology**

Sociology is the study of group behavior. It can be described as an academic discipline that utilizes the scientific method in accumulating knowledge about a person's social behavior. In other words, it studies the behavior of the people in relation to their fellow human beings. Some of the areas within OB that have received valuable input from sociologists include group dynamics, organizational culture, formal organization theory and structure, organizational technology, bureaucracy, communication power, conflict and inter-group behavior. To the managerial practice, its contribution is mainly in the field of bureaucracy, role structures, social system theory, group dynamics, effect of industrialization on the social behavior etc.

It is the study of society, social institution and social relationship. The main contributions of sociology to the field of OB are as follows:

- Group dynamics
- Communication
- Power
- Conflict
- Inter group behavior
- Formal organizational theory
- Organizational technology
- Organizational change
- Organizational culture



#### **4. Anthropology**

The term anthropology combines the Greek term 'anthropo' meaning man and the noun ending 'logy' meaning science. Thus, anthropology can be defined as the science of man. It is also known as 'science of humanity' which encompasses a broad range of studies including the evolutionary history of human beings and features of different societies, cultures and human groups. In other words, the field of anthropology studies the relationship between individuals and their environment. Groups of individual living together create a body of shared ideas that are called culture. Culture is embodied in the system of symbols shared by a group of people and is reflected in their language and beliefs. The culture of a civilization or the sub-culture of a defined group is transmitted by the stories and myths told by members of the group. These stories and myths help the groups to understand who they are and what things are important.

It is the study of society to learn human beings and their activities. The major contributions of Anthropology in the field of OB are as follows:

- Comparative values
- Comparative attitudes
- Cross-culture analysis
- Organization environment
- Organization culture

#### **5. Political Science**

Political science is the branch of social science which deals with politics in its theory and practice, and the analysis of various political system and political behaviors. Political scientists study the behavior of individuals and groups within a political environment. Specific topics of concern to political scientists include conflict resolution, group coalition, allocation of power and how people manipulate power for individual self-interest. In other words, political science helps us to understand the dynamics of power and politics within organizations, since there is usually a hierarchical structure of differing levels of managers and subordinates.



It is the study of the behavior of individuals and group within or political environment. The main contribution of political science in the field of OB have been concerned with:

- Conflict
- Intra-organizational policies
- Power

### **Background/ history Perspective and framework of OB**

#### **EVOLUTION OF ORGANIZATIONAL BEHAVIOUR:**

The evolution of organizational behaviour can be categorized in to different parts: Pre-Scientific Era (before 1880), Classical Era (1880-1930), Neo-classical Era (1930-1950), Modern Era (1950-on word). Classical era includes Scientific Management School, Administration Management School, and Bureaucracy Management. Neo- classical era includes Human relation school and Behavioural Management School. Modern era includes Social system school, Decision theory school, Quantitative Management School, System Management School, and Contingency Management School. Approaches to Management: As a consequence of industrial revolution in England during 18th and 19th centuries important inventions like lathe machine, power looms and spinning etc. were invented and used extensively. Therefore to manage the affairs of large industrial houses, modern management came into existence. This development has led to emergence of various schools of thoughts. Koonz called it as 'management theory jungle.

#### **Evolution of management thoughts**

**Classical theory** (Three streams) Bureaucracy theory by Weber (1900)

Scientific management Theory-Taylor (1910)

Process management theory (Administrative theory) Fayol-(1910)

#### **Neo-classical theory**

Human relations theory - Mayo and Roethisberger - (1930)

Behavioural science theory - Maslow and Mc Gregar (1940)





### **Modern management theory**

- \*Operations research
- \*Computer technology and IT Empowerment
- \*Contingency Theory
- \*System Approach to Management
- \*TQM
- \*Re-engineering

#### Pre-Scientific Era:

Industrial Revolution: It has only been since the Industrial Revolution of the nineteenth century that relatively large number of individuals has been required to work together in manager-subordinate relationships. Prior to this many of the large organisations that did exist, were military ones in which the authority of the leader was supreme and practically unquestioned, since membership was not voluntary.

Behavioural problems were relatively easy to deal with under these conditions. It is certainly no accident that much of our current knowledge about human behavior has been derived from organisations in which influencing behaviour consists of more than just giving orders.

Famous industrialist like William C Durant, Henry Ford, Andrew Carnegie, and John D Rockefeller were men of brilliant managerial qualities. They possessed the managerial qualities necessary for the initial stages if industrialization. However, when the industrial revolution began to mature and become stabilized, this approach was no longer appropriate.

#### **The Classical Era:**

The classical approach is the earliest thought of management .The classical approach was associated with the ways to manage work and organizations more efficiently. The classical approach are categorized into three groups namely, scientific management, administrative management, and bureaucratic management.

**I. Scientific Management:** Scientific management which is also referred to Taylorism or the



Taylor system is a theory of management that evaluates and synthesizes workflows, with the aim of improving labour productivity. In other words, conventional rules of thumb are substituted by accurate procedures developed after careful study of an individual at work.

Universal approaches of Scientific management are developed for Efficiency of workers, Standardization of job roles/activities and Discipline - the role of managers and the business hierarchy.

Among famous theorist, Taylor's contribution in the area of scientific management is invaluable.

The components of scientific management are determination of the task, planning, proper selection and training of workers, improvement in methods, modification of organization and mental revolution such as 'job specialization'. As a result, it became more concerned with physical things than towards the people even though increased the output.

Scientific Management focuses on worker and machine relationships. Organizational productivity can be increased by enhancing the competence of production processes. The competence viewpoint is concerned with creating job that economizes on time, human energy, and other productive resources. Jobs are planned so that each worker has a specified, well controlled task that can be performed as instructed.

Principle of scientific management are replacement of old rule of thumb method, scientific selecting and training, labour management co-operation, maximizes output, equal division of responsibility.

There are four scientific management systems such as

Develop a science for each element of the job to replace old rule of thumb method,  
Scientifically select employees and then train them to do the job as described in step,  
Supervise employees to make sure they follow the prescribed method for performing their job, and Continue to plan the work but use worker to actually get the work done.

Taylor's Scientific Management: Academic records indicated that F.W. Taylor and his



colleagues developed the first systematic study in management. He initiated an innovative movement in 1910 which is identified as scientific management. Frederick Taylor is known as the father of Scientific Management and he published Principals of Scientific Management in which he proposed work methods designed to boost worker productivity. Taylor asserted that to succeed in these principles, it is necessary to transform completely the part of management and labour.

His philosophy was based on some basic principles.

The first principle is separation of planning and doing. In the pre-Taylor era, an employee himself used to choose or plan how he had to do his work and what machines and equipment would be necessary to perform the work. But Taylor divided the two functions of planning and doing, he stressed that planning should be delegated to specialists.

Second principle of Taylor's management approach is functional foremanship. Taylor launched functional foremanship for administration and direction. Under eight-boss-scheme of functional foremanship, four persons like route clerk, instruction card clerk, time and cost clerk and disciplinarian are associated with planning function, and the remaining four speed boss, inspector, maintenance foreman, and gang boss are concerned with operating function.

Third principle is elements of scientific management. The main constituents of scientific management are work study involving work important and work measurement using method and time study, standardization of tools and equipment for workmen and improving working conditions, scientific Selection, placement and training of workers by a centralized personal department.

Fourth principle is bilateral mental revolution. Scientific management involves a complete mental change of employees towards their work, toward their fellow-men and toward their employers. Mental revolution is also necessary on the part of management's side, the foreman, the superintendent, the owners and board of directions.

Fifth principle is financial incentives. In order to encourage workers to give better performance, Taylor introduced differential piece-rate system. According to Taylor, the wage should be based



on individual performance and on the position which a worker occupies. Economy is other principle of management devised by Taylor. According to him, maximum output is achieved through division of labour and specialization. Scientific Management concentrates on technical aspects as well as on profit and economy. For this purpose, techniques of cost estimates and control should be adopted. Taylor concluded that science, not rule of thumb, Harmony, not discord, Cooperation and not individualism, Maximum output, in place of restricted output.

**II. Administrative Management:** Administrative Management emphasizes the manager and the functions of management. The main objective of Administrative management is to describe the management process and philosophy of management. In contradiction of scientific management, which deals mainly with jobs and work at individual level of scrutiny, administrative management gives a more universal theory of management.

Henry Fayol's Administrative Management (1841–1925): Henri Fayol is known as the father of modern Management. He was popular industrialist and victorious manager. Fayol considered that good management practice falls into certain patterns that can be recognized and analyzed. From this basic perspective, he devised a blueprint for a consistent policy of managers one that retains much of its force to this day. Fayol provided a broad analytical framework of the process of management. He used the word Administration for Management.

Fayol categorized activities of business enterprise into six groups such as Industrial Activities:

Fayol found that activities of an industrial organization could be divided into six groups

1. Technical – relating to production and maintenance
2. Commercial – buying, selling and exchange.
3. Financial – search for capital and its optimum utilization.
4. Security – protection of property and human beings
5. Accounting – accounting of stores and equipment. Statistics is also covered under accounting.
6. Managerial – activities include planning, organizing, commanding, coordinating and control.

Fayol divided his approach of studying management into three parts.

1. Managerial Qualities: Fayol Considered that manager must have following qualities



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(a) Physical ability: relating to health, vigour and ability to effectively addresses the people. (b)

Mental ability: to understand and learn, judgment, mental vigour and adaptability.

(c) Moral ability: energy, firmness, initiative, loyalty, tact and dignity

(d) Educational ability: General acquaintance with matter not belonging exclusively to the function performed

(e) Technical ability: Particular to function being performed

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## UNIT-2

### Individual Behavior

Individual behavior can be defined as a mix of responses to external and internal stimuli. It is the way a person reacts in different situations and the way someone expresses different emotions like anger, happiness, love, etc.

To get a brief idea about the individual behavior let us learn about the individual behavior framework and other key elements related to it.

#### Individual Behavior Framework

On the basis of these elements, psychologist Kurt Lewin stated the Field theory and outlined the behavior framework. This psychological theory studies the patterns of interaction between an individual and the environment. The theory is expressed using the formula

$$B = F(P,E)$$

where, B – Behavior, F - Behavior Function, P – Person, and E - Environment around the person.

Say for example, a well payed person who loses his job in recession may behave differently when unemployed.

#### Causes of Individual Behavior

Certain individual characteristics are responsible for the way a person behaves in daily life situations as well as reacts to any emergency situations. These characteristics are categorized as

–

- Inherited characteristics
- Learned characteristics

#### Inherited Characteristics



The features individuals acquire from their parents or from our forefathers are the inherited characteristics. In other words, the gifted features an individual possesses by birth is considered as inherited characteristics.

Following features are considered as inherited characteristics –

- Color of a person's eye
- Religion/Race of a person
- Shape of the nose
- Shape of earlobes

Learned Characteristics

Nobody learns everything by birth. First our school is our home, then our society followed by our educational institutions. The characteristics an individual acquires by observing, practicing and learning from others and the surroundings is known as learned characteristics.

It consists of the following features –

- **Perception** – Result of different senses like feeling, hearing etc.
- **Values** – Influences perception of a situation, decision making process.
- **Personality** – Patterns of thinking, feeling, understanding and behaving.
- **Attitude** – Positive or negative attitude like expressing one's thought.

## PERSONALITY

Personality refers to the unique set of psychological traits, characteristics, behaviors, and patterns of thinking that make up an individual's distinctive nature. It encompasses the way people perceive and interact with the world around them, including their emotions, motivations, values, beliefs, and attitudes.

There are various theories of personality, but most of them recognize that personality is shaped by a combination of biological, environmental, and social factors. Some of the key factors that are



thought to influence personality include genetics, early childhood experiences, cultural background, education, family upbringing, peer relationships, and life events.

Many personality traits are measured using standardized assessments such as personality tests, self-report inventories, and projective techniques. Some of the most widely studied and recognized personality traits include the Big Five personality traits: openness, conscientiousness, extraversion, agreeableness, and neuroticism.

Understanding one's personality is important for many reasons, such as personal growth and development, career choice, relationship building, and mental health. Additionally, knowledge of personality traits can also be helpful in a variety of fields, including psychology, education, business, and law enforcement.

## **THEORIES OF PERSONALITY**

There are many different theories of personality, each with its own unique perspective on how personality develops and how it can be understood. Here are some of the most influential personality theories:

**Psychodynamic Theory:** This theory was developed by Sigmund Freud and focuses on the role of the unconscious mind in shaping personality. According to this theory, personality is influenced by early childhood experiences and the interactions between the id (unconscious desires), ego (conscious self), and superego (internalized moral standards).

**Behavioral Theory:** This theory suggests that personality is shaped by the environment and the individual's experiences. Behaviorists believe that personality is a result of conditioning, and that individuals learn behaviors through rewards and punishments.

**Humanistic Theory:** This theory emphasizes the importance of personal growth and self-actualization. According to humanistic theorists such as Carl Rogers and Abraham Maslow, individuals have an innate desire to reach their full potential and that personality can be understood as the pursuit of this goal.





**Trait Theory:** This theory suggests that personality can be understood in terms of individual traits or characteristics. The Big Five personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) are some of the most widely studied and recognized traits in trait theory.

**Cognitive Theory:** This theory focuses on the role of thought processes in shaping personality. Cognitive theorists believe that personality is influenced by the individual's perceptions, beliefs, and interpretations of the world around them.

**Biological Theory:** This theory suggests that personality is influenced by genetic and biological factors, such as brain structure and neurotransmitter levels.

#### PERCEPTION

Perception refers to the process by which individuals organize and interpret sensory information from their environment. It involves the brain's ability to take in information through the five senses (sight, hearing, touch, taste, and smell) and make sense of it.

Perception is influenced by various factors, including individual differences, context, expectations, attention, and emotions. For example, people may perceive the same object differently based on their past experiences, their current mood, or the surrounding environment.

Perception involves several stages, including sensation, attention, organization, and interpretation. During the sensation stage, sensory receptors detect stimuli and send signals to the brain. Attention involves selectively focusing on certain stimuli while ignoring others. Organization involves grouping stimuli into meaningful patterns, and interpretation involves making sense of the information and giving it meaning.

#### PERCEPTUAL SELECTIVITY



Perceptual selectivity refers to the tendency of individuals to focus their attention on certain aspects of their environment while ignoring others. This selectivity is influenced by a variety of factors, including individual differences, context, motivation, and expectations.

One of the most influential theories of perceptual selectivity is the filter theory, which suggests that individuals have limited attentional resources and must selectively filter out irrelevant information to avoid becoming overwhelmed. This theory suggests that individuals filter information based on its physical characteristics (such as its color or location) and its semantic content (such as its relevance to a task or its emotional significance).

Other theories of perceptual selectivity include the spotlight model, which suggests that attention functions like a spotlight that can be directed to specific locations, and the zoom-lens model, which suggests that attention can be focused at varying levels of detail.

Perceptual selectivity can have important implications for behavior and decision-making. For example, individuals who are more selective in their attentional focus may be better able to filter out distractions and complete tasks more efficiently. However, overly narrow attentional focus can also lead to missed opportunities and a failure to notice important information.

Understanding perceptual selectivity can be particularly important in fields such as marketing and advertising, where it is important to understand how to capture consumers' attention and direct it towards particular products or messages.

#### **PERCEPTUAL ORGANIZATION**

Perceptual organization refers to the process by which individuals group together sensory information from their environment into meaningful perceptual units, such as objects, shapes, and patterns. This process involves the brain's ability to organize and integrate sensory information from multiple sources and to create a coherent representation of the environment.



Perceptual organization is influenced by a variety of factors, including proximity, similarity, continuity, closure, and symmetry. These principles of perceptual organization were first described by Gestalt psychologists in the early 20th century and are still widely studied and applied in various fields today.

The principle of proximity suggests that objects that are close together are perceived as belonging to the same group, while the principle of similarity suggests that objects that share similar visual features, such as shape or color, are also perceived as belonging to the same group. The principle of continuity suggests that the brain prefers to perceive continuous patterns rather than abrupt changes, while the principle of closure suggests that the brain tends to complete incomplete shapes or patterns to create a sense of wholeness. The principle of symmetry suggests that the brain prefers symmetrically balanced visual patterns.

Perceptual organization plays an important role in many areas, including visual perception, object recognition, and scene understanding. It also has important applications in fields such as design, where understanding how to organize visual elements can help create more effective and aesthetically pleasing designs.

## SOCIAL PERCEPTION

Social perception refers to the process by which individuals perceive and interpret the behavior of others in social situations. This process involves using various cues, such as facial expressions, body language, and verbal communication, to form judgments and impressions of others.

Social perception is influenced by a variety of factors, including individual differences, context, motivation, and expectations. For example, people may form different perceptions of the same behavior depending on their own personality traits or the cultural norms of the situation.

One important aspect of social perception is the attribution of causality, or the tendency to infer the underlying causes of others' behavior. Attribution theory suggests that people often make attributions based on two main factors: the degree of control that the person has over their



behavior (internal versus external) and the extent to which the behavior is consistent over time and across situations (stable versus unstable).

Another important aspect of social perception is impression formation, or the process by which individuals form overall judgments and evaluations of others based on a combination of social cues. This process is influenced by factors such as first impressions, stereotyping, and the halo effect (where a positive trait in one area leads to the assumption of positive traits in other areas). Social perception plays an important role in many areas of life, including interpersonal relationships, group dynamics, and leadership. It is also important in fields such as marketing and advertising, where understanding how people perceive and interpret social cues can help create more effective messaging and communication strategies.

## IMPRESSION MANAGEMENT

Impression management refers to the process by which individuals attempt to control or manipulate the impressions that others form of them in social situations. This process involves using various strategies, such as self-presentation, ingratiation, and impression formation, to influence how others perceive and evaluate them.

Self-presentation involves actively presenting oneself in a particular way, such as by emphasizing positive qualities and minimizing negative ones. This can be done through verbal and nonverbal communication, such as through clothing, posture, and speech patterns.

Ingratiation involves attempting to gain favor with others through flattery, conforming to their opinions and values, and providing assistance or favors. This can be done in order to increase social status or gain access to resources.

Impression formation involves actively manipulating the environment or situation in order to create a particular impression. This can be done by creating a specific context or situation, such as through the use of props or settings, or by presenting oneself in a particular role or identity.



While impression management can be used for positive purposes, such as in job interviews or networking situations, it can also be used in manipulative or deceptive ways. In some cases, individuals may engage in impression management in order to gain power or control over others, or to avoid negative consequences or judgment.

Overall, impression management is an important aspect of social interaction and can play a role in many different areas of life, including personal relationships, professional settings, and public speaking. Understanding the strategies and techniques involved in impression management can help individuals to navigate social situations more effectively and to build positive relationships with others.

#### ATTITUDE AND VALUES

Attitudes and values are two related but distinct concepts that are important in understanding human behavior.

Attitudes are evaluations or judgments that individuals make about people, objects, events, or ideas. Attitudes can be positive or negative, and they can be influenced by a variety of factors, including personal experience, social norms, and cultural values. Attitudes can also be implicit or explicit, meaning that they may be consciously or unconsciously held.

Values, on the other hand, are broad beliefs or principles that guide an individual's behavior and decision-making. Values are often deeply held and may be influenced by cultural or religious factors. Values can be considered to be more abstract than attitudes, as they represent overarching principles that guide behavior rather than specific evaluations of people or objects.

Both attitudes and values can influence behavior and decision-making. For example, an individual with a positive attitude towards exercise may be more likely to engage in physical activity, while an individual who values honesty may be more likely to tell the truth in a difficult situation.



Attitudes and values are also important in shaping social norms and cultural values. For example, attitudes towards issues such as diversity, equality, and justice can influence broader social norms and policies.

Overall, attitudes and values are important concepts in understanding human behavior, and they can play a role in many different areas of life, including personal relationships, politics, and social change. Understanding these concepts can help individuals to better understand themselves and others, and to make more informed decisions about their own behavior and actions.

#### LEARNING AND REINFORCEMENT

Learning refers to the process by which individuals acquire new knowledge, skills, or behaviors. Learning can occur through a variety of mechanisms, including classical conditioning, operant conditioning, and observational learning.

Classical conditioning is a process by which a previously neutral stimulus is paired with a biologically relevant stimulus in order to produce a response. For example, a dog might learn to associate the sound of a bell with the arrival of food, leading to a conditioned response (salivation) when the bell is heard.

Operant conditioning, on the other hand, involves the use of rewards and punishments to shape behavior. For example, a child might learn to clean their room in order to receive a reward, such as a sticker or a small toy.

Observational learning occurs when individuals learn by observing the behavior of others. For example, a child might learn to tie their shoes by watching a parent or teacher demonstrate the process.



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Reinforcement is an important concept in both classical and operant conditioning. Reinforcement involves the use of rewards or punishments to strengthen or weaken a behavior. Positive reinforcement involves the use of rewards to increase the likelihood of a behavior, while negative reinforcement involves the removal of an unpleasant stimulus to increase the likelihood of a behavior. Punishment involves the use of an unpleasant stimulus to decrease the likelihood of a behavior.

Overall, learning and reinforcement play important roles in shaping behavior and can be used to facilitate positive changes in individuals and communities. Understanding the mechanisms of learning and reinforcement can help individuals to better understand their own behavior and to develop strategies for learning new skills or changing problematic behaviors.

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### **UNIT-3 LEADERSHIP**

#### **LEADERSHIP**

Leadership refers to the ability to inspire, influence, and guide others towards achieving a common goal or vision. Leadership can take many different forms and can be demonstrated in a variety of settings, including business, politics, education, and community organizations.

There are many different theories and approaches to leadership, including trait theory, behavioral theory, situational theory, and transformational theory. Trait theory suggests that certain personality traits, such as intelligence, confidence, and decisiveness, are necessary for





effective leadership. Behavioral theory suggests that effective leadership is a learned behavior, and that leaders can be trained to develop specific skills and behaviors.

Situational theory suggests that effective leadership depends on the situation and that leaders must adapt their style to fit the needs of the situation and the individuals involved. Transformational theory emphasizes the importance of vision, inspiration, and motivation in effective leadership, and suggests that transformational leaders inspire and empower their followers to achieve their full potential.

Effective leaders often possess a combination of these different traits, skills, and behaviors, and are able to adapt their leadership style to fit the needs of the situation and the individuals involved. Effective leaders also typically possess strong communication skills, emotional intelligence, and the ability to build and maintain relationships with others.

Overall, leadership is an important aspect of many different areas of life, and effective leadership can play a critical role in achieving individual and collective goals. Understanding the different theories and approaches to leadership can help individuals to develop their own leadership skills and to better understand the role of leadership in their own lives and communities.

#### THEORIES OF LEADERSHIP

There are several theories of leadership that have been developed over the years, each with their own approach to understanding what makes an effective leader. Some of the most prominent theories include:

**Trait theory:** This theory suggests that there are certain inherent traits or characteristics that make someone a natural leader, such as intelligence, confidence, and charisma.

**Behavioral theory:** This theory suggests that leadership is a learned behavior, and that effective leaders can be trained to develop specific skills and behaviors, such as communication, motivation, and decision-making.

**Situational theory:** This theory suggests that effective leadership depends on the situation and that leaders must adapt their style to fit the needs of the situation and the individuals involved.



Different situations require different types of leadership, and effective leaders are able to recognize and adapt to these differences.

**Transformational theory:** This theory emphasizes the importance of vision, inspiration, and motivation in effective leadership. Transformational leaders inspire and empower their followers to achieve their full potential, and create a sense of shared purpose and direction.

**Servant leadership theory:** This theory emphasizes the importance of putting the needs of others first, and prioritizing the well-being and growth of followers. Servant leaders prioritize collaboration and service, and focus on creating a culture of trust, respect, and empowerment.

**Authentic leadership theory:** This theory emphasizes the importance of self-awareness and transparency in leadership. Authentic leaders are true to themselves and their values, and inspire others through their honesty and integrity.

**Leader-member exchange theory:** This theory suggests that effective leadership is built on strong, positive relationships between leaders and followers. Leaders who develop strong, supportive relationships with their followers are better able to motivate and inspire them to achieve their goals.

Overall, these theories offer different perspectives on what makes an effective leader, and each can be applied in different situations and contexts. Understanding these theories can help individuals to develop their own leadership skills, and to recognize and adapt to the different styles and approaches of others in leadership positions.

## QUALITIES OF A GOOD LEADER

There are many qualities that are commonly associated with good leadership. Here are some of the most important qualities:

**Visionary:** A good leader has a clear vision for the future and is able to inspire and motivate others to work towards that vision.

**Integrity:** A good leader is honest, trustworthy, and acts with integrity in all situations.



**Empathy:** A good leader is able to understand and connect with the emotions and perspectives of others, and is able to communicate effectively with people from different backgrounds and perspectives.

**Communication skills:** A good leader is able to communicate effectively with others, whether in writing, speaking, or listening. They are able to convey ideas and information clearly and concisely, and are able to give and receive feedback effectively.

**Decision-making skills:** A good leader is able to make tough decisions quickly and effectively, based on a careful analysis of the facts and the needs of the situation.

**Adaptability:** A good leader is able to adapt to changing circumstances and is willing to be flexible and adjust their plans as needed.

**Self-awareness:** A good leader is aware of their own strengths and weaknesses, and is willing to seek feedback and make changes to improve their leadership skills.

**Empowerment:** A good leader empowers others to take ownership of their work and encourages their growth and development.

**Positive attitude:** A good leader has a positive attitude and is able to maintain their composure and resilience in the face of challenges and setbacks.

**Accountability:** A good leader takes responsibility for their actions and decisions, and is willing to hold themselves accountable for their mistakes and shortcomings.

Overall, good leadership requires a combination of many different qualities and skills, and effective leaders are constantly working to improve themselves and develop their abilities in these areas.

## **GROUP DYNAMICS**

Group dynamics refers to the interactions, processes, and behaviors that occur within groups of people. It involves studying how individuals interact with one another within a group, how they make decisions, and how they work towards common goals.

Some key concepts of group dynamics include:



**Roles:** The positions or functions that individuals within a group assume. This can include formal roles, such as leader or secretary, or informal roles, such as mediator or jester.

**Norms:** The unwritten rules or expectations that govern the behavior of individuals within a group. Norms can be explicit or implicit and can vary across different groups.

**Cohesion:** The degree to which group members feel connected to and invested in the group. Cohesive groups are more likely to work effectively together and achieve their goals.

**Communication:** The ways in which group members share information and interact with one another. Effective communication is essential for group decision-making and problem-solving.

**Conflict:** The presence of disagreement or tension within a group. While conflict can be disruptive, it can also lead to productive discussions and better decision-making when managed effectively.

**Leadership:** The ability of certain individuals within a group to influence and guide the actions and decisions of the group as a whole.

Understanding group dynamics is important in a variety of settings, including in the workplace, in educational settings, and in social and community groups. By understanding the dynamics of a group, individuals can work more effectively together, make better decisions, and achieve their goals more efficiently.

#### GROUP FORMATION

Group formation refers to the process of how individuals come together to form a group. There are several different theories and models that attempt to explain how and why groups form, but one of the most well-known is Bruce Tuckman's model of group development. According to Tuckman, groups go through four stages of development:

**Forming:** In the forming stage, group members are getting to know one another and defining the purpose and goals of the group.

**Storming:** In the storming stage, group members may experience conflict or tension as they establish their roles within the group and work through disagreements.



**Norming:** In the norming stage, the group has established norms or expectations for behavior, and members begin to work more effectively together.

**Performing:** In the performing stage, the group is working effectively towards its goals, and members are able to collaborate and communicate effectively.

Another model of group formation is the social identity theory, which suggests that people form groups based on shared characteristics, such as race, ethnicity, or gender, in order to enhance their sense of identity and belonging.

Other factors that can influence group formation include shared interests, goals, or experiences, as well as external factors such as organizational structure or cultural norms.

Understanding the process of group formation can help individuals and organizations to build effective teams and work more collaboratively towards common goals. By recognizing the stages of group development and the factors that influence group formation, individuals can work to create a supportive and productive group environment.

#### NATURE OF GROUPS

Groups can be defined as two or more individuals who interact with one another, share a common goal or purpose, and perceive themselves as a distinct social entity. Groups can take many forms, including families, friendship groups, work teams, clubs, and communities.

Groups are characterized by several key features:

**Interdependence:** Members of a group rely on one another to achieve their goals and fulfill their roles within the group.

**Norms:** Groups develop shared expectations and rules for behavior, which guide how members interact with one another.

**Roles:** Members of a group take on specific roles and responsibilities within the group, based on their skills and expertise.

**Communication:** Groups rely on effective communication to share information, make decisions, and coordinate their actions.



**Cohesion:** Members of a group may develop a sense of cohesion, or a feeling of connectedness and unity, which can lead to greater cooperation and collaboration.

**Power dynamics:** Groups may develop hierarchies or power structures, in which certain members have more influence or decision-making authority than others.

Understanding the nature of groups is important for individuals and organizations, as it can help to build more effective teams, improve communication and collaboration, and foster a sense of shared purpose and identity. By recognizing the unique features of groups, individuals can work to build more productive and supportive group environments, and achieve their goals more effectively.

#### REASONS FOR JOINING GROUP

People join groups for a variety of reasons, including:

**Social connection:** Groups can provide individuals with a sense of belonging and social connection. By joining a group, individuals can meet new people and form relationships with others who share similar interests or experiences.

**Shared interests or goals:** Groups may be formed around a shared interest or goal, such as a hobby, sport, or social cause. Joining a group with a common interest can provide individuals with opportunities to pursue their interests and work towards common goals with others.

**Learning and skill development:** Groups can be a place to learn new skills or knowledge, such as in a professional or educational setting. By joining a group, individuals can access resources, mentorship, and training opportunities to help them grow and develop.

**Personal growth and self-improvement:** Some groups focus on personal growth and self-improvement, such as support groups or therapy groups. Joining these types of groups can provide individuals with a supportive environment to work on personal challenges and improve their well-being.

**Status and recognition:** Some individuals may join groups in order to gain status or recognition within their community or profession. For example, joining a prestigious professional organization may enhance an individual's reputation and career prospects.



Overall, joining a group can provide individuals with a range of benefits, from social connection and personal growth to opportunities for learning and skill development. By finding a group that aligns with their interests and goals, individuals can build supportive relationships, achieve their objectives, and enhance their overall well-being.

Groups play an important role within organizations, serving a number of different functions, including:

**Information sharing:** Groups provide a forum for members to share information, exchange ideas, and collaborate on projects. By working together, group members can leverage their collective knowledge and expertise to achieve common goals.

**Decision-making:** Groups can be involved in decision-making processes within organizations, providing input and feedback on important decisions that affect the organization and its members.

**Problem-solving:** Groups can work together to identify and solve problems within the organization. By pooling their resources and expertise, group members can come up with more effective solutions than individuals working alone.

**Innovation:** Groups can be a source of innovation within organizations, generating new ideas and approaches to problems. By bringing together individuals with diverse perspectives and expertise, groups can spark creativity and drive innovation.

**Social support:** Groups can provide social support and a sense of community within organizations. By fostering relationships and a shared sense of purpose, groups can help to promote well-being and job satisfaction among members.

**Leadership development:** Groups can be a training ground for leadership development within organizations. By giving members opportunities to take on leadership roles and responsibilities, groups can help to develop the skills and competencies needed to succeed in more senior positions.

Overall, groups serve a number of important functions within organizations, helping to promote collaboration, innovation, and social support among members. By recognizing the unique role



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that groups play within organizations, leaders can work to build more effective teams and create a more supportive and productive organizational culture.





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#### **Unit -4**

Stress management is defined as the tools, strategies, or techniques that reduce stress and reduce the negative impacts stress has on your mental or physical well-being. A variety of techniques can be used to manage stress. These include mental, emotional, and behavioral strategies.

#### **Stress**

Stress is a normal reaction the body has when changes occur, resulting in physical, emotional and intellectual responses. Stress management training can help you deal with changes in a healthier way.



Eustress stress is helpful, pleasant, and positive stress. Having eustress is not a bad thing. This positive form of stress evokes positive feelings when the stressor is interpreted as opportunities or challenges that one can successfully overcome by mobilizing coping skills.

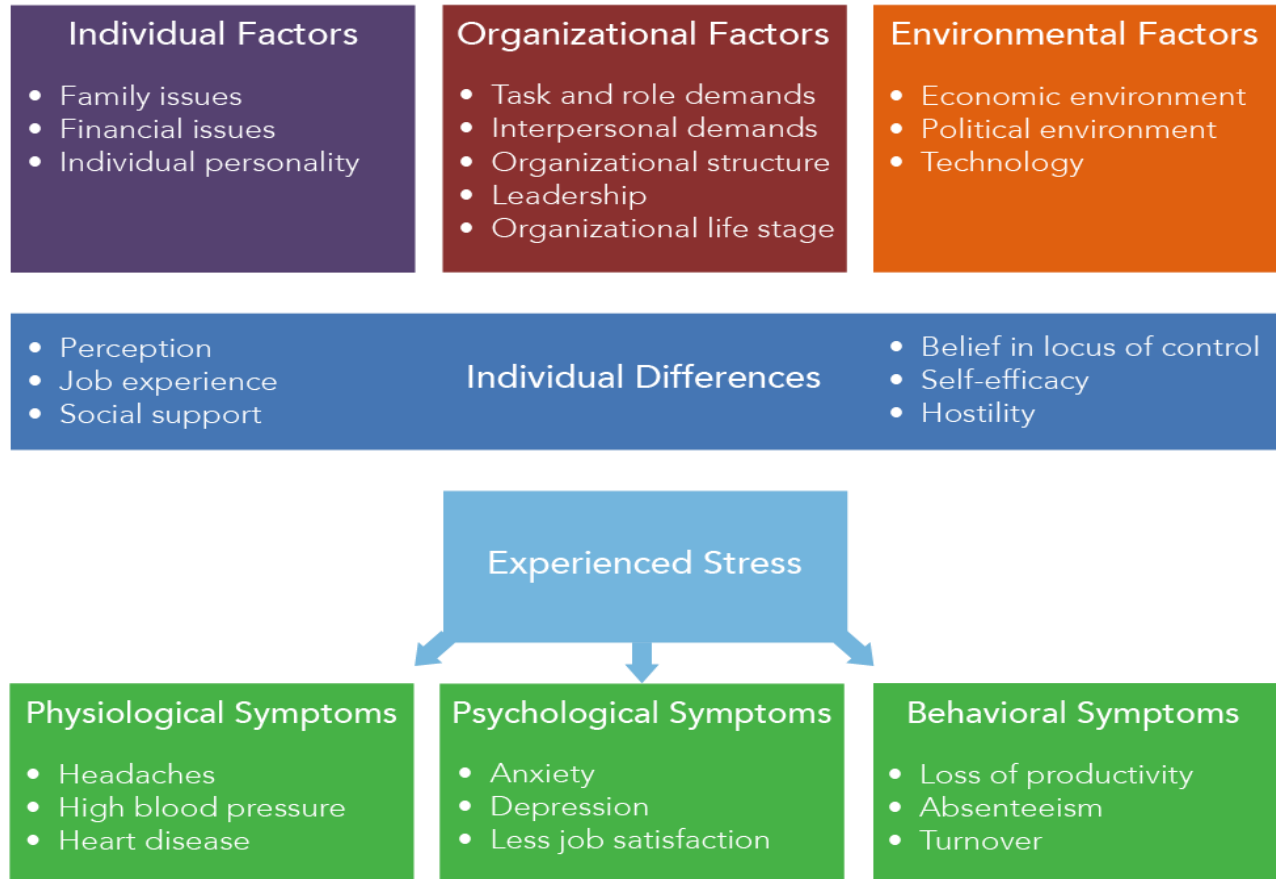
This good stress is associated with positive effects such as a positive psychological and a healthy physical state<sup>2</sup>.

Distress is destructive, unpleasant, and negative stress. Distress evokes negative feelings when the stressor is interpreted as source of harm or threat that one cannot overcome. Distress is associated with negative emotional health and an impaired physical state

What does stress feel like? The symptoms of stress for a person are as individual as the conditions that cause it. Typically, when presented with stress, the body responds with a surge of hormones and chemicals that results in a fight-or-flight response. As the name would indicate, this response allows you to either fight the stressor or run away from it.

The general adaptation syndrome (GAS) describes the three stages that individuals experience when they encounter stressors, respond and try to adapt:

- **Alarm.** The physical reaction one experiences when a stressor first presents itself. This could include an elevation of blood pressure, dilated pupils, tensing muscles.
- **Resistance.** If the stressor continues to be present, the person fights the threat by preparing to resist, physiologically and psychologically. At first, the stressor will be met with plenty of energy, but if the stressor persists, the individual will start to experience fatigue in fighting it and resistance will wear down.
- **Exhaustion.** Continuous, unsuccessful resistance eventually leads to the collapse of physical and mental defenses.



### Individual Factors

The first of three sources of stress are individual. Individuals may experience stressful commutes to work, or a stressful couple of weeks helping at a work event, but those kinds of temporary, individual stresses are not what we're looking at here. We're looking for a deeper, longer-term stress. Family stress—marriages that are ending, issues with children, an ailing parent—these are stressful situations that an employee really can't leave at home when he or she comes to work. Financial stress, like the inability to pay bills or an unexpected new demand



on a person's cash flow might also be an issue that disturbs an employee's time at work. Finally, an individual's own personality might actually contribute to his or her stress. People's dispositions—how they perceive things as negative or positive—can be a factor in each person's stress as well.

### Organizational Factors

There's a plethora of organizational sources of stress.

- **Task or role demands:** these are factors related to a person's role at work, including the design of a person's job or working conditions. A stressful task demand might be a detailed, weekly presentation to the company's senior team. A stressful role demand might be where a person is expected to achieve more in a set amount of time than is possible.
- **Interpersonal demands:** these are stressors created by co-workers. Perhaps an employee is experiencing ongoing conflict with a co-worker he or she is expected to collaborate closely with. Or maybe employees are experiencing a lack of social support in their roles.
- **Organizational structure:** this refers to the level of differentiation within an organization, the degree of rules and regulations, and where decisions are made. If employees are unable to participate in decisions that affect them, they may experience stress.
- **Organizational leadership:** this refers to the organization's style of leadership, particularly the managerial style of its senior executives. Leaders can create an environment of tension, fear and anxiety and can exert unrealistic pressure and control. If employees are afraid they'll be fired for not living up to leadership's standards, this can definitely be a source of stress.
- **Organizational life stage:** an organization goes through a cycle of stages (birth, growth, maturity, decline). For employees, the birth and decline of an organization can be particularly



stressful, as those stages tend to be filled with heavy workloads and a level of uncertainty about the future.

## Environmental Factors

Finally, there are environmental sources of stress. The economy may be in a downturn, creating uncertainty for job futures and bank accounts. There may be political unrest or change creating stress. Finally, technology can cause stress, as new developments are constantly making employee skills obsolete, and workers fear they'll be replaced by a machine that can do the same. Employees are also often expected to stay connected to the workplace 24/7 because technology allows it.

## Individual Differences

Those are the sources of stress, but differences within an individual determine whether that stress will be positive or negative. Those individual differences include

- **Perception.** This is what moderates the individual's relationship to the stressor. For instance, one person might see a potential layoff as a stressful situation, while another person might see that same layoff as an opportunity for a nice severance package and the opportunity to start a new business.
- **Job Experience.** Because stress is associated with turnover, it would stand to reason that those employees with a long tenure are the most stress-resistant of the bunch.
- **Social Support.** Co-workers, especially those who are caring or considered to be friends, can help protect a fellow employee against the effects of stress.



- **Belief in the locus of control.** Those who have a high internal locus of control (those that believe they are in control of their own fate) are, unsurprisingly, not as affected by stress as those who feel they are not in control.
- **Self-efficacy.** Self-efficacy is an individual's belief that he or she can complete a task. Research shows that employees who have strong levels of self-efficacy are more resistant to the effects of stress.
- **Hostility.** Some employees carry around a high level of hostility as a part of their personalities, and they're often suspicious and distrustful of their co-workers. These personality traits make a person more susceptible to stress.

Effect of stress

### **Poor Time Management**

The positive side of stress is that it can jump-start your adrenalin and motivate you to perform your tasks more quickly in response to impending deadlines. An overwhelming workload, lack of peer support and too many demands at once, however, contribute to a sense of frustration and panic that there isn't enough time to complete the work. According to the authors of "Performance Under Pressure: Managing Stress in the Workplace," if these conditions routinely result in overtime or having to take work home, the stress of being unable to manage time efficiently can fuel employees' resentment toward the company as well as negatively influence their commitment and loyalty.

### **Strained Interactions and Relationships**

Stress is a major contributor to job burn-out and strained interactions with peers and supervisors, says Bob Losvyk, author of "Get a Grip!: Overcoming Stress and Thriving in the Workplace." The combined feelings of helplessness and hopelessness generate heightened sensitivities to any and all forms of criticism, defensiveness, depression, paranoia about job



security, jealousy and resentment toward co-workers who seem to have everything under control, short-fuse tempers, diminished self-esteem and withdrawal.

### **Lack of Focus**

Stress affects your ability to remember things you already know, to process new information you are learning and to apply both to analytical situations and physical tasks that require concentration. When you are mentally exhausted from all of the worries, anxieties and tension brought on by a stressful environment or lifestyle, you are more easily distracted and prone to make costly, harmful or even fatal mistakes on the job.

### **Effect on Health**

In addition to headaches, sleep disorders, vision problems, weight loss/gain and blood pressure, stress affects cardiovascular, gastrointestinal and musculoskeletal systems, says Richard Weinstein, author of "The Stress Effect." If you're not feeling well, you're not going to do your best work. Further, the amount of sick leave taken to rest and recuperate from stress-related illnesses often means that the work only accumulates during your absence and, thus, generates even more stress about how to catch up once you return.

**Lack of energy:** Although stress is known to give you a burst of adrenaline, following the initial burst, it will rapidly drain your energy, which ultimately leaves you emotionally and physically drained. The lack of physical and mental energy can prevent you from doing your best, which will have a significant impact on productivity.

**Lack of focus:** Good production requires focus, but stress will take over your mind, making it extremely difficult to focus on the task at hand, because you are more focused on what caused your stress.



**Constant worry:** Have you ever been so consumed with worry about something that may happen? Stress has a way of taking up your time by making you continuously worry about something that may or may not happen; this is time lost that could have been spent on more productive tasks.

**Reduced creativity:** Being stressed causes your mind to wander, preventing you from locking in on new ideas. It basically limits your ability to come up with creative, new ideas.

**Negative effects on personality:** Not only does stress affect your emotions and physical abilities, but it also affects your personality. For instance, you may snap at peers without realizing that you are doing it, or you may become angry and/or yell at others without knowing you're doing it. Many jobs require teamwork in some form, so when you are snapping, moody or yelling at peers, it affects your ability to be productive, plus it affects the productivity of peers.

These are some other ways stress may affect your company's productivity:

- **Staff turnover:** Stress in a company may lead to restless employees who have the desire to find a less stressful job. This ultimately creates problems with an increase in staff turnover, which forces your company to put more funding and time into hiring and training new employees.
- **Tardiness:** Almost every company has a few people who occasionally struggle with being on time, but when employees who are typically punctual begin to have an increase in tardiness, it may be an indication of stress. This may be due to the fact that stress and anxiety often interrupt sleep, which makes it more difficult to wake up in the morning.
- **Peer relationships:** Unfortunately, stress also prevents otherwise energetic conversationalists from interacting with their peers. This is often due to them isolating themselves and being deprived of the energy required to make small talk or polite





conversations. The lack of peer relationships and communication may eventually impact the company's productivity.

- **Quality of work:** Stress can lead to fatigue, personality changes, withdrawal from others and a decrease in enthusiasm, all of which can significantly impact the productivity of your company.

## 5 Strategies for Managing Stress in the Workplace

### 1. Start With Your Organization's Leadership Structure

Workloads aside, stress in the workplace trickles down from decisions at the top.

As part of your organization's leadership, you must continuously work to monitor employee stress levels and address any harmful emotional states.

Your leadership and managerial teams can control stress in the workplace by:

- **Leading by example** in every aspect of the business. This includes managing your own stress in a healthy way.
- **Regularly communicating in a transparent manner** to all employees about job performance, job responsibilities, company health, company goals and reiterating the company vision.

When employees feel reassured, know how their efforts fit into the big picture, have a sense of control over their work duties, and understand how the company is doing and what the short- and long-term goals are, work takes on a higher meaning and stress levels are reduced.

- **Expressing gratitude for your workforce** in a very genuine manner on a consistent basis. It's important this effort is not forced, or it will come off as inauthentic. Your



employees are what make your business tick, so be sure they know how irreplaceable they are by praising deserving individuals and recognizing specific contributions and accomplishments.

- **Showing your employees how to decompress** and turn off work. Don't email employees on off hours, don't request deadlines that require employees to work in the evenings or on weekends, discuss how you spend down time to show employees what a healthy work-life balance looks like, and so on.

## **2. Implement a System of Checks and Balances When Delegating Work and Assigning Tasks**

Did you know that the average professional has 30 to 100 tasks on their to-do list?<sup>5</sup> While it is probably never anyone's intention to fill employees' plates until they're overflowing, that's what is happening in most organizations.

You know your company best. How are teams structured? How are managers assigned to employee groups? And how are tasks and new clients delegated?

Consider amending how your organization and/or managers divvy up work among employees.

- There could be a rotational shift where employees alternate high- and low-stress
- You can involve employees in the decision-making process on how tasks are assigned, how they're performed, and when deadlines are set.
- Managers can start providing more resources, supplies and time needed to perform certain tasks, giving employees a jump-start on projects and assignments.

## **3. Offer a Flexible Work Environment**



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An inexpensive and wildly successful option to help employees reduce stress in the workplace is to offer flextime. Today's workforce has certainly evolved from the very standard and restrictive 9-to-5. Most professionals today thrive on flexibility and the power to get work done when and where they feel most creative and productive.

Your workforce is probably chock-full of morning mavens *and* night owls. Your workforce probably also has a good mix of young professionals, parents, and tenured businessmen and women.

Bottom line, everyone flourishes on their own schedule, and flextime will strip the one-size-fits-all business demands and give everyone the freedom to choose their work hours and improve their work-life balance.

Your flextime plan can even include a "no-work time period," when employees don't have to feel obligated to answer calls or emails.

From jam-packed days of meetings and looming deadlines to unceasing emails and an often unrealistic workload, employees tend to work around the clock, into the weekend, and wake up on Monday morning to start the cycle all over again.

Of course, some love the hustle. Others simply love what they do. But either way you look at it, employees contend with a lot of stress. It doesn't matter how good they are at their job or how much they love the chaos – unmanaged and prolonged periods of stress can lead to burnout, negativity and unproductive employees.

### **What are the financial and health impacts of stress in the workplace?**

- Regardless of job title, responsibilities or industry, 80% of workers feel stress on the job.<sup>3</sup>




- Studies conducted by the CDC's National Institute of Occupational Safety and Health have reported that upwards of 40 percent of American professionals are "extremely stressed at work."<sup>2</sup>
- Additionally, according to the American Psychological Association, more than a third of American professionals deal with chronic work stress.
- Stress in the workplace is costing businesses and organizations **billions of dollars a year** in medical bills and lost work hours.<sup>1</sup>

Of course, it's more than financial consequences. The effects of job stress on physical and mental health can prove to be the real crux in organizations today. Take a look:

### Effects of Job Stress on Physical Health

Uncontrolled tension, worry and anxiety at work can wreak havoc on an employee's quality of life and overall health—welcoming stress-induced colds and flus and even more severe conditions like heart disease and metabolic syndrome.

Long-term (chronic) job-related stress causes physical changes in the body, like:

- 
- Chest pain and increased heart rate
  - Heightened breathing
  - Muscle tension, aches and pains
  - Low energy
  - Headaches
  - Upset stomach and repetitive digestive issues
  - Insomnia
  - Frequent colds and infections
  - Nervousness and shaking



- Dry mouth
- Clenched jaw
- Obesity

### **Effects of Job Stress on Mental Health**

While more research needs to be done, current studies are suggesting there is a biochemical link between stress and mental illness. Long-term (chronic) job-related stress can negatively impact an employee emotionally, cognitively and behaviorally, with mental changes like:

- Becoming easily agitated and frustrated
- Feeling overwhelmed
- Constant worrying and racing thoughts
- Procrastinating and avoiding responsibilities
- Having difficulty relaxing and quieting the mind
- Developing low self-esteem
- Avoiding others
- Forgetfulness and disorganization
- Inability to focus
- Poor judgment
- Being pessimistic
- Developing depression and anxiety
- Increased use of alcohol, drugs, or cigarettes

### **Effects of Stress on Employee Performance**

Employee stress is a consistent challenge for organizations, as stress contributes to:



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- Decreased organizational performance
- Decreased employee overall performance
- High error rate
- Poor quality of work
- High staff turnover
- Absenteeism

### **How to Help Your Employees Reduce Stress & Increase Total Well-Being**

In just six weeks, your workforce can experience reduced stress levels and have the tools needed to control future feelings of stress.

Through Stress Free Now - an online, six-week program by Cleveland Clinic | Bravo that teaches clinically proven relaxation techniques to help employees reduce and control their feelings of stress - your employees can reduce perceived stress and increase their levels of mindfulness, psychological well-being, vitality and quality of life.

Learn more about Stress Free Now and let's talk about how we can help you build a stronger, healthier, stress-free culture:

[Learn More](#)

Need actionable steps to take right now as you learn more about our Stress Free Now program?

Find five strategies for managing stress in the workplace below that complement this program.

### **But, Wait. Where Is All This Stress Coming from in the First Place?**

Without question, some jobs are more stressful than others. But, by and large, stress is very personal. A certain job, task or encounter may be more stressful for one person than another.



Because every employee deals with or expresses stress in different ways, it is difficult to pinpoint and address the root cause.

While some stress in the workplace is inevitable, employees should not feel constantly overwhelmed by it. Stress can and must be managed in your organization to ensure a positive, thriving culture and meaningful employee engagement. When culture and engagement are healthy, a multitude of other pieces of the successful organization's puzzle fall into place.

*How does your organization work to manage and reduce the stress of its employees?*

### **How Can Employers Reduce Stress in the Workplace?**

Above all, when a company goes above and beyond to help their employees reduce their stress, employees are more likely to feel good about their quality of life and well-being.

When it comes to the origin of stress in the workplace, how severe stress is for employees depends on:

- The demands that are placed on them
- How much control employees have in dealing with those demands

When employees feel there is a lot demanded of them and cannot control their work-life balance and capacity, stress levels increase drastically.<sup>4</sup>

As an employer or HR professional, you hold significant power to transform your culture by supporting the mental health of your workforce and taking tangible steps to prioritize stress reduction.



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Your flextime plan can even include a “no-work time period,” when employees don’t have to feel obligated to answer calls or emails.

Additionally, since flextime is highly sought after by many professionals, your organization will benefit from a boost in attracting and retaining top talent.

#### **4. Establish Different Work Spaces in the Office**

In conjunction with flextime, transforming the office to include spaces where employees can go to work or relax – when they need a break from their desk – can aid in reducing stress in the workplace.

- For individuals who need an extra quiet place to think or meditate, consider developing a quiet space in your office.
- For individuals who need a fun, upbeat space to get their creative juices flowing, consider creating a creative lounge or patio.
- For individuals who just need to take a few minutes to unplug and perhaps catch up with a colleague, consider creating a comfortable relaxation space.

These different spaces not only encourage occasional, advantageous breaks – which are necessary to reduce stress – but they can also boost productivity and help employees sustain a more positive mental state.

#### **5. Introduce an Employee Wellness Program**



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The heart of every stress management technique you and your company utilize must be rooted in employee self-care.

When stress presents itself, it doesn't just affect an employee's work and productivity, it affects their entire being. They take it home with them, it mixes with personal issues, and they bring an increasingly larger load of stress back to work every day. Unmanaged stress can be a vicious cycle.

That's why, to help employees manage stress in the workplace – and subsequently maintain a healthy well-being and good quality of life – the best approach is holistic.

Through an employee wellness program, your employees can address their diet, exercise habits, mental health, personal relationships, finances, and more.

A wellness program that is personalized to meet the unique needs of your workforce can provide training and continuing education opportunities, make programs or tools available to help your employees relieve stress, and even encourage support for each other in a team atmosphere.

Indeed, an employee wellness program is all about creating positive behavior change on a personal and professional level – key to reducing stress.

Organizational change refers to the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes. Organizational change management is the process of guiding organizational change to a successful resolution, and it typically includes three major phases: preparation, implementation, and follow-through.

#### WHAT CAUSES ORGANIZATIONAL CHANGE?

Many factors make organizational change necessary. Some of the most common faced by managers include:



- New leadership at the helm of the company or within its departments
- Shifts in the organizational team structure
- The implementation of new technology
- The adoption of new business models

To ensure a smooth transition, it's important to have a set organizational change management process that can be applied across various types of change.

Adaptive changes are small, incremental changes organizations adopt to address needs that evolve over time. Typically, these changes are minor modifications and adjustments that managers fine-tune and implement to execute upon business strategies. Throughout the process, leadership may add, subtract, or refine processes.

One example of an adaptive change is an organization that upgrades their computer operating systems from Windows 8 to Windows 10.

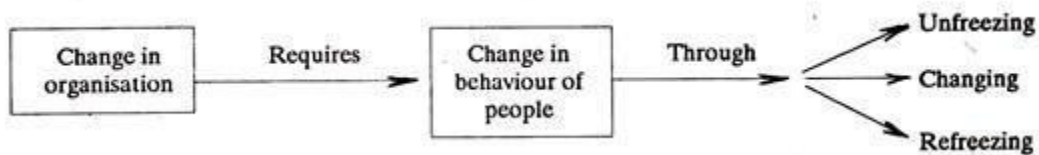
Transformational changes have a larger scale and scope than adaptive changes. They can often involve a simultaneous shift in mission and strategy, company or team structure, people and organizational performance, or business processes. Because of their scale, these changes often take a substantial amount of time and energy to enact. Though it's not always the case, transformational changes are often pursued in response to external forces, such as the emergence of a disruptive new competitor or issues impacting a company's supply chain.

An example of a transformational change is the adoption of a customer relationship management software (CRM), which all departments are expected to learn and employ.

### **Process of Organisational Change:**

Unless the behavioural patterns of the employees change, the change will have a little impact on the effectiveness of the organisation.

**A commonly accepted model for bringing change in people was suggested by Kurt Lewin in terms of three phase process:-**



### ***(1) Unfreezing:***

The essence of unfreezing phase is that the individual is made to realize that his beliefs, feelings and behaviour are no longer appropriate or relevant to the current situation in the organisation. Once convinced, people may change their behaviour. Reward for those willing to change and punishment for others may help in this matter.

### ***(2) Changing:***

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Once convinced and ready to change, an individual, under this phase, learns to behave in new ways. He is first provided with the model in which he is to identify himself. Gradually he will accept that model and behave in the manner suggested by the model. In another process (known as internalisation), the individual is placed in a situation where new behaviour is demanded of him if he is to operate successfully.

### ***(3) Refreezing:***

During this phase, a person has to practice and experiment with the new method of behaviour and see that it effectively blends with his other behavioural attitudes. Reinforcement, for creating a permanent set in the individual, is provided through either continuous or intermittent schedules.

### **Resistance to Organisational Change:**

Resistance to change may be classified as:

#### **1. Industrial Resistance:**

Individual resistance may be there because of the following reasons:



**A. Economic Reasons:**

**a) Obsolescence of Skills:**

When a person feels that with the introduction of newer processes, his skills will just become obsolete, he will resist the change. For example, a twenty years experienced accountant is quite likely to resist the introduction of a computer for preparing the wage bills because he feels that might affect his pay and position.

**(b) Fear of Economic Loss:**

People resist change if it opens the possibility of lowering their income directly or indirectly.

**B. Personal Reasons:**

**(a) Ego Defensiveness:** A sales manager may turn down the suggestions of a salesman simply because the manager perceives that his ego may be deflated by accepting the suggestion.

**(b) Status Quo:**

Most of the people feel comfortable with status quo and strongly resist change as it may involve uncertainty and risk.

**(c) Fear of Unknown:**

Change presents unknown and unknown poses a constant threat and sores people. For fear of unknown, a manager may refuse promotion that requires his relocating in another state.

**C. Social Reasons:**

**(a) Social Displacement:**

Introduction of change (e.g., relocating) may result in breaking up of work groups and thus result in disturbance of the existing social relationships of people.

**(b) Peer Pressure:**

Whenever change is unwilling to the peers, they force the individual subordinate employees who are bent of accepting the change, to resist it.



## **7 Tips to Overcome Resistance to Change**

Here are a few of the best strategies to overcome change resistance in your organization.

### **1. Show value through education and training**

To avoid change resistance, provide proof that a new process, tool, or change will greatly benefit your employees. Prioritize educating your teams on how this new change will directly make their lives better and improve their day-to-day, and provide ongoing training to ensure they feel confident and comfortable navigating the new change.

### **2. Collect employee input prior to change**

Many times, employees resist change because they believe their opinion doesn't matter and wouldn't impact the decision to make an organizational change. Run surveys with your team on how they feel about the change and how they would make the process easier.

### **3. Come to an agreement with your employees**

Never make a decision without consulting those on the front lines – your employees. After consulting with your team, come to an agreement on the timeline and overall plan for managing and implementing a new change.

### **4. Include employees in the change management plan**

Employees feel they are taken seriously and their opinion matters when they're included in processes. Be sure to add key members of your team into the change management and implementation process so they feel ownership of the project.

### **5. Support your employees during organizational transformation**

Don't leave your employees out on an island – support your team members with resources, change management tools, knowledge bases, and training on the new process or tool you're implementing. This will help your employees find value in a new system quickly, causing them to build trust with you when it

### **6. Communicate clearly and frequently**

Letting employees know about changes to the status quo as soon as possible helps to build a bridge between employees and management.



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Share any information you have with employees that you are able to share. If you're not sure about an answer or simply cannot provide an answer, it's okay to say something like, "I'll look into that and follow up with you" or, "I'll share that information with you as soon as I have it." The more open and honest your communication with them, the less likely they are to speculate and spiral.

### **7. Measure the performance of your organizational change**

Measurement is a key factor in the change process because it allows organizations to understand how the implementation influences overall business performance. If something doesn't go as planned, there's an opportunity to change it or include it in the next phase of the change implementation.

#### **Organizational development**

can be defined as an objective-based methodology used to initiate a change of systems in an entity. Organizational development is achieved through a shift in communication processes or their supporting structure. Studying the behavior of employees enables professionals to examine and observe the work environment and anticipate change, which is then effected to accomplish sound organizational development.

#### **Benefits of Organizational Development**

Increasing productivity and efficiency comes with many benefits. One of the best ways to encourage positive results in these metrics is by using a well-thought-out organizational development structure. Organizational development is used to equip an organization with the right tools so that it can adapt and respond positively (profitably!) to changes in the market. The benefits of organizational development include the following:





### ***1. Continuous development***

Entities that participate in organizational development continually develop their business models. Organizational development creates a constant pattern of improvement in which strategies are developed, evaluated, implemented, and assessed for results and quality.

In essence, the process builds a favorable environment in which a company can embrace change, both internally and externally. The change is leveraged to encourage periodic renewal.

### ***2. Increased horizontal and vertical communication***

Of considerable merit to organizational development is effective communication, interaction, and feedback in an organization. An efficient communication system aligns employees with the company's goals, values, and objectives.

An open communication system enables employees to understand the importance of change in an organization. Active organizational development increases communication in an organization, with feedback shared continuously to encourage improvement.

### ***3. Employee growth***

Organizational development places significant emphasis on effective communication, which is used to encourage employees to effect necessary changes. Many industry changes require employee development programs. As a result, many organizations are working toward improving the skills of their employees to equip them with more market-relevant skills.

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#### ***4. Enhancement of products and services***

Innovation is one of the main benefits of organizational development and is a key contributing factor to the improvement of products and services. One approach to change is employee development – a critical focal point is a reward for motivation and success.

Successful engagement of employees leads to increased innovation and productivity. Through competitive analysis, consumer expectations, and market research, organizational development promotes change.

#### ***5. Increased profit margins***

Organizational development influences the bottom line in many different ways. As a result of increased productivity and innovation, profits and efficiency increase. Costs come down because the organization can better manage employee turnover and absenteeism. After the alignment of an entity's objectives, it can focus entirely on development and product and service quality, leading to improvements in customer satisfaction.

### **Organizational Development Process**

A conventional approach in the organizational development process is the action research model. This model is used by many organizations to guide the OD process. It entails what its name describes – research and action.

However, there is much more to the OD process than just research and development. There are multiple loops used to transmit feedback, which makes an organization more responsive to change.

### **Components of the Action Research Model**



The action research model comprises six key components:

### ***1. Problem diagnosis***

The organization development process begins by recognizing problems. The method of diagnosis usually takes the form of data gathering, assessment of cause, as well as an initial investigation to ascertain options.

### ***2. Feedback and assessment***

The feedback and assessment step often involves proper investigation of identified problems so that there is a deep understanding of the challenge at hand. This can include an appraisal of documents, focus groups, customer or employee surveys, hiring consultants, and interviewing current employees. Information gathered is used to re-evaluate the challenges in the first step.

### ***3. Planning***

Once an organization defines and understands its challenge, an action plan is put together. The plan lays down all the intervention measures that are considered appropriate for the problem at hand. Usually, the measures include such things as training seminars, workshops, team building, and changing the makeup or structure of teams. Additionally, measurable objectives, which define the expected results, form an integral part of the overall plan.

### ***4. Intervention and implementation***

Once a plan is in place, the intervention phase commences. Since the organizational development process is complicated, implementation processes are a key element of the model. As an example, if training classes are preferred over other methods, test results will form the basis upon which the training process is evaluated. The objective at this point is to ensure the



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required changes take place. If that is not the case, feedback is assessed and used to bring about the required change.

### ***5. Evaluation***

As soon as the intervention plan is complete, the outcome of the change in the organization is assessed. If the required change does not take place, the organization looks for the cause. Adjustments are made to ensure the obstacle is eliminated.

### ***6. Success***

Success denotes that the desired change took place. A proper plan and efficiency standards are put in place to ensure that the new switch is sustainable. Ongoing monitoring is needed to ensure that implemented changes last. Furthermore, as markets and organizations change, new problems can arise, leading to the push for further development. Great organizations evolve continuously.





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### Unit V

**International Dimensions of Organizational Behavior** breaks down the conceptual, theoretical, and practical boundaries that limit our ability to understand and work with people in countries and cultures around the world.

#### **Singnificance of International Organisational Behaviour**

- The international context of OB is becoming increasingly significant as organisations expand beyond their national boundaries
- Managers of Multinational firms have to manage a variety of social, political and economic environment as well as unique individual differences



- The difference at the level of the individual include individualism/ collectivism , power distance , uncertainty avoidance , and masculinity/femininity , which are different in different countries.
- Managerial leadership is the process of influencing others to direct their efforts towards the achievement of specific goals
- It is not possible to transfer business practices directly from one country to other country
- In some countries, the emphasis on production rather than productivity becomes a barrier to the improvement of the performance of the organisation

### **What is Equal Employment Opportunity (EEO)?**

Equal Employment Opportunity is the concept of equal opportunity in an organization to achieve or maintain fair employment. The core EEO definition (or equal opportunity for employment) is that all employees should be fairly treated when regarded in different decisions on employment, such as hiring, promotion, termination, compensation, etc.

Within the context of the EEO definition, 'same opportunities' or 'equal opportunity' refers to the fact that employers may not use certain grounds for hiring or rejecting candidate or taking any other employment decision.

### **What are the advantages of Equal Employment Opportunity?**

#### **1. Improves overall recruitment funnel**

An open and transparent recruitment process may be established when the organization undertakes the concept of equal employment opportunity in HRM. If potential employees know



the unfair decisions relating to the recruitment procedure, they apply to better prospects during such a venture.

## **2. Boosts customer satisfaction**

The clients of an organizations are firmly assured when employees contribute well to the organization's success, as it lays down sound guidance to ensure a safer and friendly workplace for all. A workplace that promotes employee well-being may achieve further milestones and produce excellent results that ultimately lead to better service to clients, thus increasing customer retention and satisfaction.

## **3. Promotes employee engagement**

The EEO law allows employees to interact openly and communicate without discrimination between peers regarding race, gender, religion or hierarchy. It does not only promote respect for colleagues, but it also creates an open and friendly culture that supports and encourages the work of colleagues, and adds value to the organization's diversity.

organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations.

### **Qualities of a great organizational culture**

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

- **Alignment** comes when the company's objectives and its employees' motivations are all pulling in the same direction. Exceptional organizations work to build continuous alignment to their vision, purpose, and goals.



- **Appreciation** can take many forms: a public kudos, a note of thanks, or a promotion. A culture of appreciation is one in which all team members frequently provide recognition and thanks for the contributions of others.
- **Trust** is vital to an organization. With a culture of trust, team members can express themselves and rely on others to have their back when they try something new.
- **Performance** is key, as great companies create a culture that means business. In these companies, talented employees motivate each other to excel, and, as shown above, greater profitability and productivity are the results.
- **Resilience** is a key quality in highly dynamic environments where change is continuous. A resilient culture will teach leaders to watch for and respond to change with ease.
- **Teamwork** encompasses collaboration, communication, and respect between team members. When everyone on the team supports each other, employees will get more done and feel happier while doing it.

### OCTAPACE CULTURE

OCTAPACE CULTURE includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment and culture. The eight dimensions of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization. A culture with OCTAPACE values has the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization. The most important aspect of organizational culture are the values it practices.

- a) Openness** – It signifies the transparent environment in the organization. The degree of openness of the organization will be an important factor in determining the nature of the various dimensions of HRD being designed, as well as the way in which these dimensions should be introduced.





Freedom to communicate, share and interact without hesitation. Receiving feedback from customers and giving ideas and suggestions to team members.

OUTCOME: It helps to improve implementation of systems and innovation & free interaction among team mates, leaders and top authority and clarity in setting objectives and common goals.

**b) Confrontation** – The term signifies the actual problems which team face in the day to day work. It implies to face the problem and find the best solutions to get over it rather than stepping back to escaping the problems. Facing the problems and challenges boldly and not shying away is the main theme of Confrontation. If an organization encourages people to recognize a problem, bring it to people concerned, explore with them to understand it and search possible ways of dealing with it.

OUTCOME: Improved problem solving and clarity and Team discussions to resolve problems

**c) Trust** – The trust factor comes with Openness which includes maintaining the confidentiality of information shared by others and company. If the level of trust is low, the various dimensions of HRS are likely to be seen with suspicion and therefore the credibility of the system may go down. In such a case the system if introduced may become a vital and cease to perform the main functions for which it meant.

OUTCOME: Higher empathy, timely support, reduced stress and reduction and simplification of forms and procedures.

**d) Authenticity** : Authenticity is the congruence between what one feels and says. It is the value underlying trust. Authenticity is reflected in the narrowest gap between the stated values and the actual behavior. This value is important for the development of a culture of mutuality.

OUTCOME: Sharing of feelings freely to improve interpersonal communication and reduced distortion in communication

**e) Proactive** - Taking initiative, preplanning and taking preventive action is the measure of term Proactive. Organisation must be proactive in terms of their planning. They must be ready for future.



Proaction means anticipating issues in advancing to take advantage of this undertaking conflict or responding to needs of the future in fact creating the future. OUTCOME: Taking and planning actions at immediate concerns.

**f) Autonomy** – Autonomy is the willingness to use power without fear and helping other to do same. Basically Autonomy is all about Using and giving freedom to plan and act in one's own sphere. Organisations must avoid Autocratic type of environment and give chance to team to use their powers in positive way.

OUTCOME: Develops mutual relationships, reduce reference made to senior people

**g) Collaboration** - involves working together in a team for a common cause. Individuals solve their problems by share their concerns with one another and prepare strategies working out plan of actions and implement them together.

OUTCOME: Timely work, improved communication, resource sharing

**h) Experimenting** – It Involves using and encouraging innovate approaches to solve problems. It is the value which emphasizes the importance given to innovating and trying out new ways of dealing with problems in the organisations.

OUTCOME: Development of new product, methods, and procedures A profile of an organization on these aspects may help to decide what elements of HRS should be introduced in what sequences in the organization.

### Managing Cultural Diversity in the Workplace

Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures, and work with varying cultural beliefs and schedules. While there are myriad cultural variations, here are some essential to the workplace:

**1. Communication:** Providing information accurately and promptly is critical to effective work and team performance. This is particularly important when a project is troubled and needs immediate corrective actions. However, people from different cultures vary in how, for example,



they relate to bad news. People from some Asian cultures are reluctant to give supervisors bad news – while those from other cultures may exaggerate it.

**2. Team-Building:** Some cultures – like the United States – are individualistic, and people want to go it alone. Other cultures value cooperation within or among other teams. Team-building issues can become more problematic as teams are comprised of people from a mix of these cultural types. Effective cross-cultural team-building is essential to benefiting from the potential advantages of cultural diversity in the workplace, and is one of the top **benefits of diversity training in the workplace.**

**3. Time:** Cultures differ in how they view time. For example, they differ in the balance between work and family life, and the workplace mix between work and social behavior. Other differences include the include the perception of overtime, or even the exact meaning of a deadline. Different perceptions of time can cause a great misunderstanding and mishap in the workplace, especially with scheduling and deadlines. Perceptions of time underscore the importance of cultural diversity in the workplace, and how it can impact everyday work.

**4. Schedules:** Work can be impact by cultural and and religious events. The business world generally runs on the western secular year, beginning with **January** 1 and ending with December 31. But some cultures use wildly different calendars to determine New Years or specific holy days. For example, Eastern Orthodox Christians celebrate Christmas on a different day from western Christians. For Muslims, Friday is a day for prayer. Jews observe holidays ranging from Rosh Hashanah to Yom Kippur.

A learning organization is one that seeks to create its own future. It is one that assumes learning is an ongoing and creative process for its members and therefore, develops, adapts, and transforms itself in response to the needs and aspirations of people, both inside and outside itself.

What learning organizations do is set its employees free. Employees no longer have to be passive players in the equation. They learn to express ideas and challenge themselves to contribute to



create a better work environment by participating in a paradigm shift from the traditional authoritarian workplace philosophy to one where the hierarchy is broken down and human potential is given a boost. Learning organizations foster an environment wherein people can "create the results they truly desire," and where they can learn to learn together for the betterment of the whole.

What are the five disciplines of a learning organization?

Peter Senge is a leading writer in the area of learning organizations. His seminal works, *The Fifth Discipline: The Art and Practice of the Learning Organization*, and *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*, describe five disciplines that must be mastered when introducing learning into an organization:

1. Systems Thinking - the ability to see the big picture, and to distinguish patterns instead of conceptualizing change as isolated events. Systems thinking needs the other four disciplines to enable a learning organization to be realized. There must be a paradigm shift - from being unconnected to interconnected to the whole, and from blaming our problems on something external to a realization that how we operate, our actions, can create problems.
2. Personal Mastery - begins "by becoming committed to lifelong learning," and is the spiritual cornerstone of a learning organization. Personal Mastery involves being more realistic, focusing on becoming the best person possible, and striving for a sense of commitment and excitement in our careers to facilitate the realization of potential.
3. Mental Models - must be managed because they do prevent new powerful insights and organizational practices from becoming implemented. The process begins with self-reflection; unearthing deeply held belief structures and generalizations, and understanding how they dramatically influence the way we operate in our own lives. Until there is realization and a focus on openness, real change can never take place.



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4. Building Shared Visions - visions cannot be dictated because they always begin with the personal visions of individual employees, who may not agree with the leader's vision. What is needed is a genuine vision that elicits commitment in good times and bad, and has the power to bind an organization together. As Peter Senge contends, "building shared vision fosters a commitment to the long term".
5. Team Learning - is important because modern organizations operate on the basis of teamwork, which means that organizations cannot learn if team members do not come together and learn. It is a process of developing the ability to create desired results; to have a goal in mind and work together to attain it.

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