

MARUDHAR KESARI JAIN COLLEGE FOR WOMEN (AUTONOMOUS)
PG and Research Department of Commerce

Core Course – Organizational Behaviour24PCOC34
Unit-I ORGANIZATIONANDINDIVIDUALBEHAVIOUR. Definition and meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour - Hawthorne experimentsanditsimplications-IndividualBehaviour:Personality:Types-Factors InfluencingPersonality -TheoriesofPersonality.
Learning Objectives :TounderstandtheOrganizationalconceptandmodelsofOBandtoAwarenessabout individual behaviour.
Course Outcome: ExplaintheconceptofOBandIndividualBehaviourandanalysethe personality.

ORGANIZATIONANDINDIVIDUALBEHAVIOUR.

Definition and meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour - Hawthorne experimentsanditsimplications-IndividualBehaviour:Personality:Types-Factors
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INTRODUCTION

“No one really knows why humans do what they do.” - David K. Reynolds

Organizational behaviour [OB] is the study of how people behave both individually and within informal and formal groups. Every organization’s performance is ultimately dependent on the motivational levels of its human resources and the willingness and ability of people to work harmoniously and effectively towards the accomplishment of shared goals. It is the duty of every leader to respect individual values, job satisfaction, and ensure collective involvement. Having challenging selection, training, and rewards for employees ushers in and helps shape team players.

Organizational behavior is basically a study of human behavior in both, group as well as an individual in an organization. As we know that certain types of behavior of a person is linked to certain types of roles and responsibilities. So, generalizations were made based on their behaviors that help us predict what people do and should do so.

Definition

“A field of study that investigates the impact of individuals, groups and structures on behaviour within organisations for the purpose of applying such knowledge towards improving an Organisation’s effectiveness”. Stephen P Robbins

Organizational behavior can be defined as the understanding; prediction and management of the human behavior affect the performance of the organizations. Luthans.

Significance Organizational Behavior (OB) is a study involving the analysis of an organization's persons, community and structure or actions, and this analysis has significant significance in an organization's successful working.. It is a kind of study pertaining to “what people do within an organization” and “how their behaviour affects the performance of an organization”. Organizational conduct relates primarily to job-related concerns such as jobs, work, leaves, turnover, efficiency, human resources, and management. Organizational behavior study provides a comprehensive set of concepts and theories dealing with commonly accepted 'facts' about a person's behavior and organizations acquired over the years, e.g. "You can teach new tricks to an old dog," "Two heads are better than one." And such facts are not always true in all cases, at all. Ergo, these popularly held ideas are in desperate need of replacement. Study of “organization behavior does offer challenges and opportunities for managers since it focuses on ways and means to improve productivity, minimize absenteeism, increase employee job satisfaction, etc”. A Study Organization Behavior provides a basis for managers to develop and create an ethical culture and climate of work. Also, good prediction of human and Organizational behavior is helpful.

OB with Other fields

Sociology: According to Dictionary of the social sciences, sociology is “the study of society, patterns of social relationships, social interaction, and culture that surrounds everyday life.” From the definition it is very much clear that sociology also has a major impact on the study of Organizational behavior. Max Weber defines sociology as, “a science which attempts the interpretive understanding of social action in order thereby to arrive at a causal explanation of its course and effects.”

Anthropology: According to Britannica, “the science of humanity, which studies human beings in aspects ranging from the biology and evolutionary history of Homo sapiens to the

features of society and culture that decisively distinguish humans from other animal species.” Therefore, Anthropology deals with the relationships between people and their environment and anthropology contributes to understanding the cultural impact on Organizational behaviour, the impact of value structures, expectations, emotions, unity and interaction.

Political Science: Political science has some fascinating implications in researching Organizational behavior as it helps in understanding how and why people gain control, political actions, decision-making, conflict, interest group activity and creation of coalitions. And the same is also true of major areas of Organizational behaviour. It has been stated many times that political parties and government are actively active in many of the activities of the ORGANIZATION.

Economics: Lionel Robbins stated the term economics as, “the science which studies human behaviour as a relationship between ends and scarce means which have alternative uses.” Economics tackles the problem of scarce resources and limitless uses or restricted resources and infinite desires. In addition to this, we studied the growth, distribution, and consumption of goods and services in economics. And studying different economic subfields helps to illustrate the Organizational actions in a very useful way such as understanding the dynamics of the labor market, efficiency, human resource planning and forecasting, and cost benefit analysis.

Science: Scientific approaches are the foundation of organization's actions. Organizational behavior is based on the systematized analysis of data, actions, their relationships and predictions. New research methods help to learn modern analytical tools and techniques and to apply them.

Technology: Technological progress often impacts employee behaviour. Because we live in an era of information technology in which technology plays a very important role. To understand the Organizational actions, the study of technological development becomes important because people are affected by technological growth. Technology influences consumer behaviour, manufacturing practices, and storage and distribution activities. To match the pace people need to be educated and/or technically qualified about technological development.

Engineering: Engineering too plays significant role in the study of Organizational behavior. Certain topics are very common in both engineering as well as Organizational behavior.

Medicine: Medicine has a link to researching human behavior in the workplace, as stress has become a very common issue in organizations as well as in people employed in organizations. To control the causes and consequences of stress, since it is important for the

well-being of both the individual and the organizations. Medicine helps with treating emotional disorders as well as emotional related problems. Finally, it can be inferred that the Organizational conduct is given a multidisciplinary focus. Material is taken from many other fields and is aimed at explaining behaviour.

NATURE OF ORGANIZATIONAL BEHAVIOUR

Organizational behaviour has emerged as a separate field of study. The nature it has acquired is identified as follows:

- A Humanistic and Optimistic Approach
- A Normative Science
- A Separate Field of Study and not a Discipline Only
- A Total System Approach
- An Applied Science
- An Interdisciplinary Approach

OBJECTIVES OF ORGANISATIONAL BEHAVIOUR

An organization is a collection of people working together in a division of labour to achieve a common purpose. The core purpose of an organization is the creation of goods and services. An organization is a consciously coordinated social unit, composed of a group of people that functions on a relatively continuous basis to achieve a common goal or set of goals. Manufacturing and service firms are organization and so are schools, hospitals, churches, military unit, retail stores, police department, volunteer organizations, start-ups, and local, state and government agencies.

- To establish a social system in the organization.
- To determine the motivation level of employees.
- To encourage the people to work enthusiastically in the organization.
- To create an environment for the development of effective leadership.
- To develop effective group behaviour among the employees.
- To identify the reasons for conflict and to resolve the conflict.
- To find out the reasons for frustration and reduce or eliminate the reasons.
- To increase the moral of employees of the organization.
- To maintain the organizational environment favourable for the work.
- To find out the ways for effective organizational development.

WHY TO STUDY OB

The study of human behaviour, attitudes, and performance in organizations is very important for effective management; it creates values and helps people attain the competencies needed to become effective employees, team leaders/members, or managers. The nature of managerial work involves:

- Effective and competitive organizations
- Helps you to retain the people who came up with the good ideas.
- Useful in any job, organization, industry, anywhere.
- OB theories have widespread applications.
- Evaluate “solutions” proposed by consultants and managers.
- Solve new problems and adapt to new situations.
- Evidence-based management is crucial.

SIGNIFICANCE OF OB

OB is concerned with understanding, applying and controlling of behavioural and structural knowledge of an organisation for organisation's effectiveness. Management function includes Planning, organising, leading and controlling where people are involved in different roles (interpersonal roles, informational roles, and decisional roles) and different capacities. Therefore, for an organisation to succeed it is very important for it to understand its organisation's culture, people by way of understanding their perception, attitudes, motivation, personality, key personality characteristics relevant to workplace, learning, job satisfaction, etc through theories of motivation, learning, and reinforcement. And mould their dissatisfaction to satisfaction, motivate them to achieve desired results, provide them appropriate work culture, growth opportunities, punish their inappropriate behaviour, and infusing learning environment and leadership.

- Better knowledge of human
- Decision-making
- Managerial functions
- Motivation
- Prediction
- Problem solving
- Social systems
- Understanding people

OB MODEL

Every organization develops a particular type of culture or value system or a model according

to which people of an organization are supposed to behave. And the system is developed by taking into account the assumptions of the management regarding people, mission and management vision. The assumptions on which an organization's culture is based vary greatly from one organization to another, and so do the ORGANIZATIONAL BEHAVIOUR MODELS.

In the starting of civilized human society, there were two forms of strategies for the people in action, one says "trust anyone unless there is proof to the contrary" and an additional says "trust no one unless there is evidence to the contrary." Obviously, in such organizations the interactions between people take place differently according to these two approaches.

"McGregor" Was specified "theories X and Y and each theory makes assumptions which are quite contrary to each other"; Argyris WAS specified "the concept of immaturity and maturity of people which also provides two opposite views about the people". Ergo, Models of Organizational behavior built on the basis of different decisions or assumptions represent Beat variations. OB models that are in practice, however, show some sort of continuum between these two opposite poles, although they tend to lean towards a specific pole. "Davis" has described four OB models which are as follows:

1. Autocratic Model
2. Custodial Model
3. Supportive Model
4. Collegial Model
5. System Model

Autocratic Model

In the autocratic model there is managerial orientation toward power. Managers see power as the only way to get the job done, and employees are forced to obey orders which lead to high boss dependence. The Organizational mechanism is largely formalized; power is delegated by the right of command to the individuals to whom it refers. The model is largely based on the "Theory of X assumptions of McGregor is where the human beings are taken inherently distasteful to work and try to avoid responsibility". In this model employees are closely and strictly supervised in order to attain desired performance. Employees are supposed to obey the order of the managers and there is no place for employee's suggestion in this model which sometimes result in minimal performance.

Custodial Model

Under this model, the key goal relating to management is to use money or resources to support workers. Employee works towards security attainment and in return organization uses the organization's economic resources to benefit the organization's employees which lead to high employee dependence on organization. Employee Organizational reliance reduces personal dependence on boss. Employees in this model feel satisfied when working and their performance level is a little higher than the autocratic Organizational model but overall performance is not that good. This model is similar to the more satisfying and dissatisfying Herzberg theory. Employees are getting sufficient respect and Organizational protection according to this model, they feel satisfied but they are not given any kind of authority to determine what benefits or incentives they will receive. This model is quite common in many Indian business Organizations.

Supportive Model

In this supportive model managers are very supportive towards employees. Here Managerial leadership is the key criterion of Organizational behavior, rather than using money or influence or authority. The main goal is to assist employees in achieving results with the aid of employee involvement and participation in managerial decision making process. The model is based on "Likert 's supporting partnership values, which is the fundamental component of his program 4 (participatory)." "Likert" notes that full manager-employee interactions will occur. The job of the manager is to support and inspire the subordinates to carry out their mission, rather than closely supervise them. In this model, employee output is much higher than the autocratic and custodial model, because employees have a sense of belonging due to managers' positive attitude towards them.

Collegial Model

This model is an extension of the positive model. Within this model all actors work for a common target. Collegial meaning implies a community of shared-intentioned individuals. Therefore, in collegial model, suggests the concept of a partnership in which a high degree of understanding is established between the two in order to accomplish common objectives. This model requires less guidance and control from the side of management. And the organization's environment is so favorable that Regulation is essentially carried out by team members by self-discipline. Collegial model is more useful where there is flexibility in behaviour, an intellectual environment and considerable freedom of employment. These OB models are based on the individual characteristics and how they could perform better. One model cannot be adapted in all situations and at all stages and managers cannot assume that a particular model is best suited for all purposes and all situations.

5. System model

This model is based on trust, self-motivation, and the performance results will be more than expected, because employees will be committed to do their tasks as expected, and as well as organizational goals. Example: Some corporate firm which are based on trust or community where employees are self motivated and committed for organizational goals.

1. Depends on trust, community, understanding
2. Managerial orientation is caring, compassion
3. Employee orientation is psychological ownership
4. Employee psychological result is self motivation
5. Employee needs met is wide range
6. Performance result is passion, commitment, organization goal

In earlier we understood the concept and approaches to understand organizational behavior. In order to understand further how the discipline of organizational behaviour grew, it is necessary to know the evolution of organizational behaviour. By understanding the evolution you will be able to trace the rules and regulation to standardized and repetitive tasks an assembly lines being replaced with team based work units. Three individuals played important role in influencing the discipline of Organizational behaviour. They are Adam Smith, Charles Babbage, and Robert Owen. Adam Smith was the first one who said that by dividing different tasks organizations can gain in correcting them at the earliest. This he called as Division of Labour and also called as work specialization. 36 Smith's thinking helped the organizations that division of labour increased productivity by increasing each worker's skill and dexterity by saving time.

This helped the organizations in maintaining time loss and in creation of labour saving interventions and machinery. Charles Babbage Though Charles Babbage advocated Smith's Division of labour, he added certain merits that accrue from division of labour. They are: 1. It reduces the time needed for learning a job . 2. It reduced the waste of material during the learning stage. 3. It allows for the attainment of high skill levels. 4. It allows a more careful matching of people's skills and physical abilities with specific tasks. He also proposed that the economies from specialization should be as important as doing mental work with reference to physical labour. In recent years we take the core (specialization) as expertise among the professionals. If you look at doctors, they have different expertise to treat patients with different ailments like Dermatologist, Physician, Gynecologists etc. Therefore, when

you look at the organizations around you realize whether they are manufacturing or service industries they make wide use of division of labour. Robert Owen He played a important role in the history of organizational behaviour. He was the first industrialists to recognize how the practices adopted in the factories Evolution of Organizational Behaviour are demeaning to workers. Repulsed by these practices like employing young children below the age of ten, thirteen hour work days, unhygienic working conditions he became a reformer. He argued with factory owners for treating their equipment better than their employees. He also criticized them for buying best machines and to run them employing cheap labour. He argued that investment on employees is necessary for profitability of management and to end human misery. He was more than hundred years ahead of his time when the propagated in 1825, for regulated house of work, child labour laws, public education, providing meals at work and business involvements in community projects.

EVOLUTION OF ORGANIZATIONAL BEHAVIOUR

Pioneers of Early Management Thinkers After understanding the concept of Management, let us trace the history of Management. You see management has been practised in some form or other since the dawn of civilization. The Egyptian pyramids, the Great Wall of China, Qutab Minar in Delhi, the Taj mahal in Agra, the Stupas or Sanchi, the Jain temple at Mount Abu the Archaeological findings of Mohanjodara all clearly indicate that organizations and ideas about how to manage them have been around since antiquity. In this section, we would come across the pioneer thinkers of management, who provided solid mettle for constructing the sophisticated and elegant buildings of management. Their contributions are explained below:

Frederick Winslow Taylor (1856 –1915): F.W. Taylor was born in 1856 in Philadelphia, U.S.A. Taylor was a chief engineer in the Midvale Steel Works where he started his career as an apprentice. He carried out many experiments to find out the best way to work, over a period of more than two decades. One of his experiments led to the discovery of high speed steel which made him popular. He became disgusted with the existing monotonous methods of working. Soon he realised that there was a lot of waste of material, resulting in loss of production and efficiency. As a solution to these problems, he wanted to apply scientific reasoning to management. After leaving Midvale Steel works, Taylor joined the Bethlehem Steel Company where he experimented with his ideas. He discussed his thoughts of management in a paper, ‘A Piece Rate System and shop Management’, before the American Society of Mechanical Engineers. Moreover, Taylor’s publications like ‘Shop Management’ and ‘Principles of Scientific Management’ have received wide public attention and reading. Frederick W. Taylor rested his philosophy on four basic principles: 1. the development of a

true science of management, so that the best method for performing each task could be determined. 2. the scientific selection of workers, so that each worker would be given responsibility for the task for which he or she is best suited. 3. the scientific education and development of the worker and 4. the Intimate, friendly cooperation between management and labour. Taylor contended that the success of these principles required “a complete mental revolution” on the part of management and labour. Rather than quarrel over profits, both sides should try to increase production; by so doing, he believed, profits would rise to such an extent that the labour and management would no longer have to fight over them. In short, Taylor believed that management and labour had a common interest in increasing productivity.

Henri Fayol (1841-1925) : Henri Fayol, a French contemporary of Taylor started his career as a coal mine engineer in the French coal mine company in 1860. He was its Managing Director from 1888 to 1918. During this period, he took the company to great heights from the verge of bankruptcy. As a Managing Director he came to the conclusion that there was only a singly administrative science applicable to all types of organisations. Because of his emphasis on universality of administrative science or management principles, he is known as the ‘Universalist’. Fayol’s contributions are generally termed operational management or administrative management. They were first published in the book form under the title *Administration industrielle et generale* (General and Industrial Management.) in French, in 1916. However, his contributions did not become famous until 1949 when the English translation of his book became widely available. Fayol divided all activities of industrial enterprises into six groups.

They are as follows:

1. Technical activities concerning production.
2. Commercial activities of buying and selling.
3. Financial activities intended to seek optimum use of capital.
4. Accounting activities concerning final accounts.
5. Security activities relating to protection of property.
6. Managerial activities.

Unlike Taylor, Fayol considered management from a top manager’s viewpoint. He not only recommended teaching theories in management dealing with planning, organizing, commanding, coordinating, and controlling but also practised it by founding a centre for Administrative Studies in Paris.

Major contributions of Fayol are the following:

1. Identification and classification of business activities.
2. Identification of management as a separate set of functions.

3. Classification of functions of management into five elements.
4. Development of universal principles of management.
5. Emphasis on managerial qualities.

Max Weber (1864-1920): Max Weber was a German sociologist. Writing in the early part of this century, Weber developed a theory of authority structures and described organisational activity on the basis of authority relations. He described an ideal type of organisation called a bureaucracy, characterized by division of labour, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships. Weber recognized that this ideal bureaucracy didn't exist in reality but, rather, represented a selective reconstruction of the real world. He used it as a basis for theorizing about work and the way that work could be done in large groups. His theory became the design prototype for many of today's large organisations. Weber's bureaucracy was an attempt to formulate an ideal model for organisation design and a response to the abuses that Weber observed within organisation

Weber believed that his model could remove the ambiguity, inefficiencies, and patronage that characterized most organisations at that time. Weber's bureaucracy is not as popular as it was a decade ago, but many of its components are still inherent in large organisations. His theory of bureaucratic management stressed the need for a strictly defined hierarchy governed by clearly defined regulations and lines of authority. He considered the ideal organisation to be a bureaucracy and its activities and objectives were rationally thought out and its divisions of labour were explicitly spelled out. Weber also believed that technical competence should be emphasized and that performance evaluation should be made entirely on the basis of merit.

Mary Parker Follett (1868-1933): Mary Parker Follett was among those who built on the basic framework of the classical school. However, she introduced many new elements, especially in the area of human relations and organisational structure. In this, she initiated trends that would be further developed by the emerging behavioural and management science schools. Follett was convinced that no one could become a whole person except as a member of a group; human beings grew through their relationships with others in organisations. In fact, she called management "the art of getting thing done through people." She took for granted Taylor's assertion that labor and management shared a common purpose as members of the same organisation, but she believed that the artificial distinction between managers (order givers) and subordinates (order takers) obscured this natural partnership. She was a great believer in the power of the group, where individuals could combine their diverse talents into something bigger. Moreover, Follett's holistic model of control took into account not just individuals and group, but the effects of such environmental factors as politics,

economics, and biology.

Elton Mayo and the Hawthorne Experiments 1924 – 1933: The Hawthorne Experiments conducted by Elton Mayo and his associates at the Western Electric Company provided new insights into the human behaviour. Many of the experiments were performed at the Western Electric's Hawthorne plant near Chicago. Mayo's findings in these experiments marked the beginning of the Human Relations Era. The studies attempted to investigate the relationship between the physical conditions at the workplace and the productivity of workers.

The researchers divided the employees into two groups. One group called the test group was subjected to changes in lighting. The lighting condition for the other group called the control group remained constant throughout the study. When the test group's lighting conditions were improved, productivity increased as expected. What surprised the researchers most was the fact that productivity continued to increase even when the lighting was reduced. Further, to add to the mystery, the control group's output also increased as the test group's lighting conditions were changed, though there was no change in the lighting conditions for the control group. As a result, for the first time, it was realized that something in addition to lighting was influencing the worker's performance.

In another set of experiments, the changes, in the performance of a group of workers were observed by changing the various work related factors such as;

- Increasing the wages
- Introducing rest periods
- Reducing the workdays and workweek

Workers were also allowed to choose their own rest periods and to have a say in all these changes. These experiments revealed that financial incentives alone were not causing the productivity improvements. It was found that a complex set of attitudes were responsible for the productivity increase. Employers develop group norms at the work place. The test and the control groups developed some group understanding that motivated them to perform well. The fact that employees would work hard if they were convinced that supervisors pay special attention to their welfare was also made abundantly clear. This is often referred as the Hawthorne Effect.

Another conclusion of the studies was that informal work groups exist in the work place. The informal groups help the individuals share common values, understanding and beliefs. These informal groups exert significant influence on the employees. It is our common knowledge

that many a time we find in the organisations how employees associations and friendships with co workers influence their attitude towards the work and the superiors.

The contribution of the Human Relations movement is quite significant in that the individual and the impact of his association with a group had received due attention. Employee productivity was viewed as a function of the human relations at work rather than an engineering problem. Elton Mayo's studies in fact, contributed to a thorough change in the attitude and approach towards training.

Herbert A. Simon (1916-1978): Herbert Simon is an eminent American social scientist. Born in 1916, he was awarded the Nobel Prize in Economics in 1978, in recognition of his outstanding contribution in analysing the Decision-Making Process. He goes to the extent of equating decision-making with management. He laid emphasis on how decisions are made and how they can be made effectively. In his writings on decision-making, he maintained that to be scientific, one must exclude value judgements and concentrate on facts, apply rigorous analysis and test factual statements. Simon viewed an organisation as a structure of decision – makers. The missing factor, according him, is correct decision-making. He argued that optimum rational choice between alternative courses of action is rarely made.

Simon divides the decision – making process into three phases, namely,

- **Intelligence activity:** This involves finding occasions calling for decision. The manager analyses the environment and identifies conditions that need action
- **Design activity:** Identifying, developing and analyzing all possible alternative courses of action are the important tasks in this stage.
- **Choice activity:** Finally, the manager selects one of the alternative sources of action available to him. According to Simon, every decision consists of a logical combination of facts and value propositions.

He argues that complete rationality in decision-making is not always possible. He disputes the concept of total rationality in administrative behaviour. Human behaviour is neither totally rational nor totally non-rational. It involves, “bounded rationality”. ‘Bounded rationality’ and ‘satisfying’ are the two important terms used by him to drive home the point further. ‘Satisfaction’ involves the choice of an action which is satisfactory or fairly

satisfactory.

Rensis Likert (1903-1972): Rensis Likert is an American social psychologist born in 1903. Likert and his associates carried out extensive research on management practices in a wide variety of situations like industrial units, railways, hospitals, schools and voluntary organisations and covered unskilled workers in factories to top scientists in research laboratories. He believed that the body of knowledge of social sciences can pave the way to frame a generalised theory of organisation and management. His findings provided deep insights into supervision, general management systems and dynamics of interpersonal relationships.

Likert classified supervisors into two categories: job centred and employee centred: the primary concern of the first category of supervisors is to ensure performance of assigned tasks and maintenance of prescribed standards. On the other hand supervisors in the second category are primarily concerned with the human aspects of their subordinates and effective team- building for high task performance.

It is argued that high performing managers are humane to their subordinates, and low performing managers are compelled to get tough with their subordinates to achieve better results. To resolve this dilemma, Likert and his colleagues conducted a series of experiments in which high and low performing managers were changed into each other's jobs. While high performing managers succeeded in improving the performance of low production units, low performing managers placed in high production units brought down their output over a span of time.

Douglas McGregor (1906-1964): McGregor proved that reliance on authority as the primary means of control leads to resistance, restriction of output and indifference to organisational objectives. His monumental classic "The Human side of the Enterprise" (1960) marked the watershed in the history of management movement. He questioned the various models describing man as rational, economic, and self-actualising.

McGregor's assumptions, on the other hand, about human beings in the form of 'Theory X and Theory Y' present contrasting nature of man. Theory X revolves around the Traditional Theory of Human Behaviour. In his own words, these assumptions are as follows:

- The average human being has an inherent dislike of work and will avoid it if he can;

- Hence most people must be controlled, directed and coerced with punishment to get them to put forth adequate effort towards the achievement of organisational objectives;
- The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

Theory Y assumptions on the other hand, hold an optimistic view of human nature. According to this set of assumptions modern life does not fully tap the potential of the average human being. They suggest that the manager should take advantage of the subordinates' willingness and ability to work by providing a climate for their performance. The assumptions under theory Y as pronounced by McGregor are as follows

- The expenditure of physical and mental effort in work is as natural as play or rest
- External control and the threat of punishment are not the only means for producing effort towards organisational objectives. People will exercise self direction and self-control in the service of objectives to which they are committed
- The degree of commitment to objectives is in proportion to the size of the rewards associated with their achievement
- Average human beings learn, under proper conditions, not only to accept but also to check responsibility
- The capacity to exercise with a relatively high degree of imagination, ingenuity and creativity in the solution of organisational problem is widely and not narrowly distributed in the population

Under the conditions of modern industrial life, the intellectual potentialities of human beings are only partially utilised. As can be easily seen, these two sets of assumptions are fundamentally different. Theory X is pessimistic, static and rigid. Control is external in that the superior imposes it on the subordinate. In contrast, Theory Y is optimistic, dynamic and flexible with an emphasis on self-direction. It also advocates the integration of individual need with organisational demands.

Peter F. Drucker is a highly respected management thinker; He is a prolific writer and has published several books and articles on the management practices. He is so versatile that there is hardly area in management, which is not touched by him. He has drawn heavily from his consultancy experience spread over the last four to five decades. Drucker perhaps is the only management thinker who is admired by even the socialist

block countries also. His views on management may be summarized as follows: Peter F. Drucker Drucker is a highly respected management thinker; He is a prolific writer and has published several books and articles on the management practices. He is so versatile that there is hardly area in management, which is not touched by him. He has drawn heavily from his consultancy experience spread over the last four to five decades. Drucker perhaps is the only management thinker who is admired by even the socialist block countries also. His views on management may be summarized as follows:

1. Management as a practice
2. Functions of management
3. Objective setting
4. Orientation towards Future
5. Federalism

H. Igor Ansoff: Ansoff wrote several books out of which ‘Corporate Strategy’ became most popular. Ansoff identified four standard types of organizational decisions as related to strategy, policy, programmes, and standard operating procedures. The last three of these, he argued, are designed to resolve recurring problems or issues and, once formulated, do not require an original decision each time. This means that the decision process can easily be delegated. Strategy decisions are different, however, because they always apply to new situations and so need to be made anew every time. Ansoff developed a new classification of decision-making, partially based on Alfred Chandler’s work, *Strategy and Structure* (Cambridge, Massachusetts: MIT Press, 1962). Decisions are: strategic (focused on the areas of products and markets); administrative (organizational and resource allocating); or operating (budgeting and directly managing). Ansoff’s decision classification became known as Strategy-Structure-Systems, or the 3S model.

What is Individual Behaviour?

Individual behaviour is the response of an individual towards an action, environment, person or stimulus. It not only affects the way an individual behaves at the workplace, but also impacts his/her work.

For example, an individual who does not take things seriously also takes deadlines at the workplace casually and does not put the required amount of effort to meet them.

Thus, it is important for the manager of an organization to understand the individual behavior of the employees working with him/her to delegate job responsibilities so as to obtain the best

outcome. In addition, it also helps managers develop a positive and result-oriented work attitude among individuals/employees.

This can be done by providing training, rewards, and recognition, and involving employees in decision-making. To understand individual behavior, organizations need to first identify the factors that affect and build individual behavior.

Factors Affecting Individual Behaviour

Factors Affecting Individual Behavior at Work Individual conduct within an organizational setting is influenced by numerous components that form how laborers see their duties and communicate with others. Understanding these elements is fundamental for administrators to make viable procedures that enhance worker execution and fulfillment.

Personality

Identity is a center part of individual conduct, comprising of the distinctive attributes and qualities that persuade how somebody thinks, feels, and acts. Distinctive identity standards, like the broad Five (availability, conscientiousness, extroversion, agreeableness, neuroticism), give experiences into how identity characteristics affect work environment collaborations and execution. Understanding laborers' identities can assist administrators with changing their methodologies to better rouse and include people.

Values

Principles are profoundly held theories that direct people's conduct and choices. They shape how people see their jobs inside an association and can impact their responsibility, virtuous benchmarks, and general laborer fulfillment. Associations that synchronize their qualities with those of their laborers can cultivate a more concordant and productive work condition.

Attitudes

Attitudes allude to an individual's feelings and assessments with respect to specific people, articles, or occasions. Positive mindsets towards work, colleagues, and the association can prompt higher occupation fulfillment and better execution. Then again, negative dispositions can hamper profitability and make a harmful work condition. Administrators can impact mindsets through proficient correspondence and acknowledgment.

Motivation

Inspiration is a pivotal driver of individual conduct, swaying how hard people work and their resilience in defeating difficulties. Various hypotheses, like Maslow's Levels of Requirement and Herzberg's Two-Factor Theory, clarify diverse parts of inspiration and its effect on conduct. By understanding what inspires laborers, associations can make procedures to build responsibility and execution.

Perception

Perception is the methodology by which people decipher and make sense of their condition and encounters. It affects how laborers see their parts, associates, and the association overall. Administrators ought to perceive that individual observations can change essentially, driving to contrasting interpretations of a similar circumstance, and work to make clear correspondence channels to lessen confusions.

Emotions

Feelings play a critical part in shaping individual conduct and choice making forms. They can influence work environment connections, execution, and general prosperity. Associations that advance passionate insight and assist laborers with overseeing their feelings can build group work and make an optimistic work climate.

Social Influences

Social impacts, including family, companions, and organizational culture, fundamentally affect individual conduct. The standards and desires inside a work environment can shape how people act and communicate with one another. Understanding these societal elements can assist associations with cultivating joint effort and a feeling of having a place among laborers.

PERSONALITY

In your daily life you meet different persons. Some are neatly dressed. Some are respected more due to knowledge and decisions. Some people are nice to speak while others tend on their temperament. Do you know that there are different dimensions of personality? But the concept of personality is more than that. Let us understand the original meaning and its connotation.

Definition:

“a set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviour (thoughts, feelings and actions) of people that have continuity in time and that may not be easily understood as the sole result of social and biological pressures of the moment”- S.R. Maddi.

“Personality is how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits and the person situation interaction.”

– Fred Luthans.

“Personality is the sum total of ways in which an individual refers to and acts with others” –

Robbins.

Features

The above definitions of personality bring out the following features of personality. It refers to a stable set of characters. They are affected by biological and social conditions. External physical appearance is a part of personality. It includes inner psychological mechanism which reacts. It interacts with situation.

Factors determining personality:

Brain

It influences the personality of an individual. The psychologists are unable to prove empirically the contribution of human brain in influencing personality. Preliminary results from the electrical stimulation of the brain (ESB) research give indication that better understanding of human personality and behaviour might come from the study of the brain.

Cultural Factors

Culture is traditionally considered the major determinant of an individual's personality. The culture largely determines what a person is and what a person will learn. The culture within which a person is brought up is a very important determinant of behaviour of a person.

The personality of an individual, to a marked extent, is determined by the culture in which he is brought up. According to Mussen "...each culture expects, and trains, its members to behave in the ways that are acceptable to the group." In spite of the importance of the culture on personality, researchers are unable to establish correlation between these two concepts of personality and culture.

Family and Social factors

Identification starts when a person begins to identify himself with some other members of the family. Normally a child tries to emulate certain action of his parents. Identification process can be examined from three angles: (a) it can be viewed as the similarity of behaviour between child and the model, (b) it can be looked as the child's motives or desires to be like the model and (c) it can be viewed as the process through which the child actually takes on the attributes of the model

Theories of personality

Psycho - analytical theory

Freud developed an organisation of personality consisting of three structures within the human mind the id, the ego, and the superego. These parts of the mind are primarily

responsible for originating human actions and reactions and modifications.

The id

It is the original and the most basic system of human personality. At the base of the Freudian theory lies the id that is primitive, instinctual and governed by the principles of greed and pleasure. Id represents a storehouse of all instincts, containing in its dark depth all wishes, and desires that unconsciously direct and determines our behaviour. Id is largely childish, irrational, never satisfied, demanding and destructive of others, but id is the foundation upon which all other parts of personality are erected. Like a newly born baby id has no perception of reality, it is primitive, immoral, insistent and rash. Id is the reservoir of the “psychic energy” which Freud calls “libido”. According to Freud id is totally oriented towards increasing pleasure and avoiding pain, and it strives for immediate satisfaction of desires.

Ego

As an individual learns to separate the unreality from reality in childhood, the ego develops. The ego is reality-oriented part of thinking: it is largely practical and works in an executive capacity. Ego is rational and logical, and in essence, it is the conscious mediator between the realities of world and the id’s impulsive demands and superego’s restrictive guidance. Ego is rational master. The ego is said to be the executive part of the personality because it controls the gateway to action, selects the features of the environment to which it will respond, and decides what instincts will be satisfied.

Superego

Superego represents noblest thoughts, ideals, feelings that are acquired by a person from his parents, teachers, friends, religion, organisation and colleagues etc. As a child grows and absorbs parental and cultural attitudes and values, he develops superego. Superego is the moralistic segment of the human personality. The primary concern of superego is to determine whether the action proposed by “ego” is right or wrong so that the individual acts in accordance with the values and standards of the society. If people violate the prohibitions of superego, they may feel guilty.

Trait Theories

Trait theorists view personality from the standpoint of understanding traits. Among trait theorists are included Allport, Cattell and Sheldon.

Allport is of the opinion that each individual possesses a set of traits that are not shared by any other individuals. He emphasizes the uniqueness of personality.

Cattell has extensively worked on traits in various work settings employing a number of psychological measures. On the basis of factor analysis he developed factor concepts such as

tender-mindedness, somatic anxiety, dominance etc.

Sheldon extended physical structuring by asserting that physique consists of three components endomorphs (soft and spherical structure), mesomorphy (tough and muscular body) and ectomorphy (linear and fragile). The relative existence of these three physical elements indicates specific personality patterns. Corresponding to these physical aspects, he assumed three aspects of temperament; viscerotonia (love of comfort and affection), somatotonia (physical adventure and risk taking) and cerebrotonia (restraint and inhibition). Although he assumed a close relationship between respective aspects of structure and personality, there is no evidence to support this view.

Evaluation of Trait Theories

When compared to type theories, trait theories have some sense. Instead of making unrealistic attempt to place personalities into discrete, discontinuous categories, trait theories give recognition to continuity of personalities. But the trait theories suffer from the following limitations;

1. Trait may be too abstract. For example, the scale of 'measuring' 'anxiety' may be abstract.
2. Trait approach focuses on isolated traits without specifying how these traits are organized within the personality. Without knowing which traits are more important and how they are related to other traits of an individual, it is not possible to make adequate description of an individual's personality.
3. Another fundamental problem (or drawback) of trait theories is that they are essentially descriptive rather than analytical

Self theory

The Intrapsychic, physiognomy and trait theories represent the traditional approaches to understanding the complex human personality. Self-theory rejects both psychoanalytic and behaviouristic conception of human nature as too mechanistic portraying people as creatures helplessly tossed about by internal instincts or external stimuli. Carl Rogers and his associates have developed the self-theory that places emphasis on the individual as an initiating, creating influential determinant of behaviour within the environmental framework. To understand the Roger's theory we have to understand a) the self-concept, b) the organism and c) the development of self.

a) Self-Concept

The most important concept in Roger's theory is the self. The self consists of all the perceptions, ideas, values, and characteristics that characterize 'I or Me'. It includes 'What I am' and 'what I can do'. Rogers defines the self-concept as 'an organized, consistent,

conceptual gestalt composed of perceptions of I or me and the perceptions of the relationships of I or me to these perceptions''. Here 'I' refers to the personal self, and 'me' and the perceptions of the relationships of I or me to these perceptions''. Here 'I' refers to the personal self, and 'me' refers to the social self.

b) The organism

The organism is essentially the locus of all experience. The totality of experience is the field known to the person himself and is frequently referred to as frame of reference ;Behaviour of an individual is largely determined by this field and not by the stimulating conditions of events in the external field or environment.

c) The development of self-personality

Rogers feels that the fundamental force motivating the human organism is self-actualization i.e. "a tendency toward fulfilment, toward the maintenance and enhancement of the organism. The tendency of self-actualization of both the organism and the self is subject to the profound influence of the social environment. In the childhood itself, when his parents evaluate the child's behaviour continuously, he will be in a position to discriminate between thoughts and actions that are considered 'worthy' and 'unworthy'. He will be able to exclude the unworthy experiences from his self-concept.

Evaluation of the Self- Theory

Self-concept is the result of one's perceptual process. It is a cognitive factor and maintained through thinking-related activities. The self-theory is appreciated on the ground that it is organized around the concept of self. It is the one, which says that the individual largely determines personality and behaviour whereas in other theories, the individual is the medium through which behaviour is elicited after having been acted upon by elements over which he has no control.

Types of personality

Personality and Behaviour

Personality and Behaviour of people in the organisation are intricately linked. For example, researchers have extensively investigated the relationships between the Big Five personality factors and job performance. Their findings indicate that the employees who are responsible, dependable, persistent and achievement oriented perform better than those who lack these traits.

Self-Esteem: It is the result of an individual's continuing evaluation of himself herself. In other words, people develop, hold and sometimes modify opinions of their own behaviour, abilities, appearance and worth. These general assessments reflect responses to people and

situations, successes and failures and the opinion of others.

Locus of Control (LOC)

It refers to the extent to which individuals believe that they can control events affecting them. Individuals who have a high internal LOC (internals) believe that their own behaviour and actions primarily, but not necessarily totally, determine many of the events in their lives. On the other hand, individuals who have a high external LOC (externals) believe that chance, fate of other people primarily determine what happens to them.

Many differences between internals and externals are significant in explaining aspects of behaviour in organisations and other social settings.

Goal Orientation

Another individual difference of importance for behaviour in work settings is goal orientation or the preference for one type of goal versus another. Specifically, two orientations are considered important in terms of understanding some aspects of individual job performances. A learning goal orientation is a predisposition to develop competence by acquiring new skills and mastering new situations.

Introversion and Extroversion

In everyday usage, the words introvert and extrovert describe a person's congeniality; An introvert is shy and retiring, whereas an extrovert is socially gregarious and outgoing. The terms have similar meanings when used to refer to personality dimensions. One of the most striking implications of the introversion-extroversion personality dimension involves task performance in different environments.
