DPB40103 ORGANIZATIONAL BEHAVIOUR

SAPIAH ISHAK

DPB40103 ORGANIZATIONAL BEHAVIOUR

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Preface

Thank Allah for His grace made it easy for me to produce an eBook. This book was produced as a guide to students taking Organizational Behavior courses at polytechnics. Along with the changes of the times that now use a lot of electronic devices, it is very relevant that such eBook are produced.

With the help of various parties; polytechnic and colleagues finally this book can be completed as per the given time period. It is hoped that this book can help lecturers and students especially in learning, especially if it involves online learning.

Sapiah

CHAPTER | 1

INTRODUCTION TO AN ORGANIZATIONAL BEHAVIOUR

Definition of an Organizational Behaviour:

The study of human behavior in organizational settings, the interaction between human behavior and the organizational context and the organization itself.

Source: Google Image

SOCIOLOGY

01

PSYCHOLOGY

02
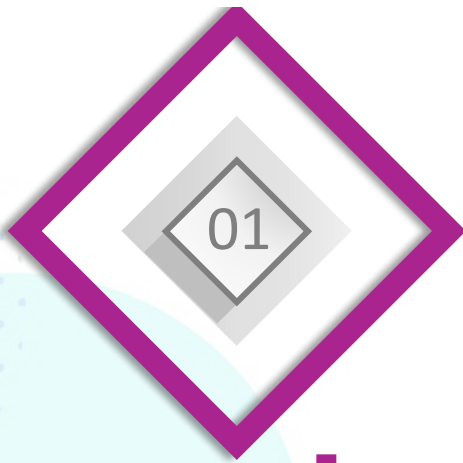
**Contributing Disciplines
to The OB Field**

04

03
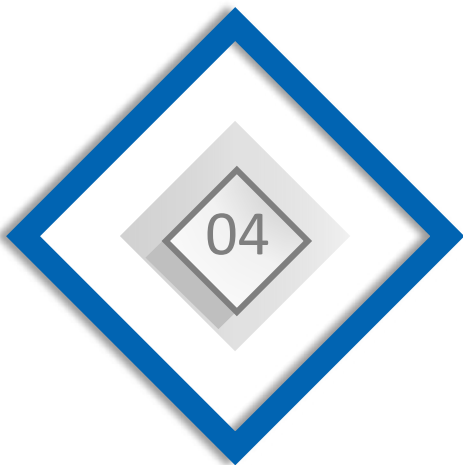
ANTHROPOLOGY
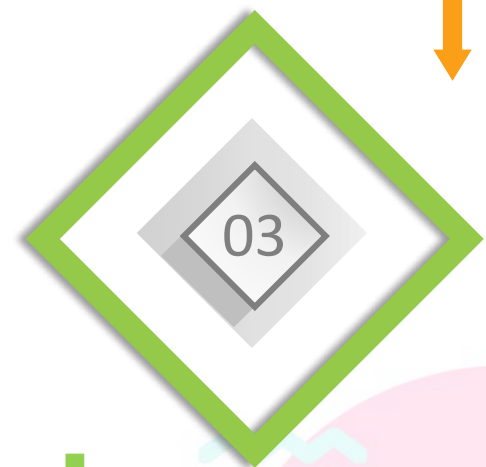
SOCIAL
PSYCHOLOGY

Contributions to
the Organizational Behavior Field

1. Psychology

➢ This is referring to the science that seeks to explain, measure, and in certain situation it is change the behavior of humans and animals.

➢ It is including the function of the brain to the environments in which humans and other animals develop, from child development to mature.

➢ Contributions:

Psychology ➡️

Learning
Motivation
Personality
Emotions
Perception
Training
Leadership effectiveness
Job satisfaction
Individual decision-making
Performance appraisal
Attitude measurement
Employee selection
Work design
Work stress

➡️ Individual
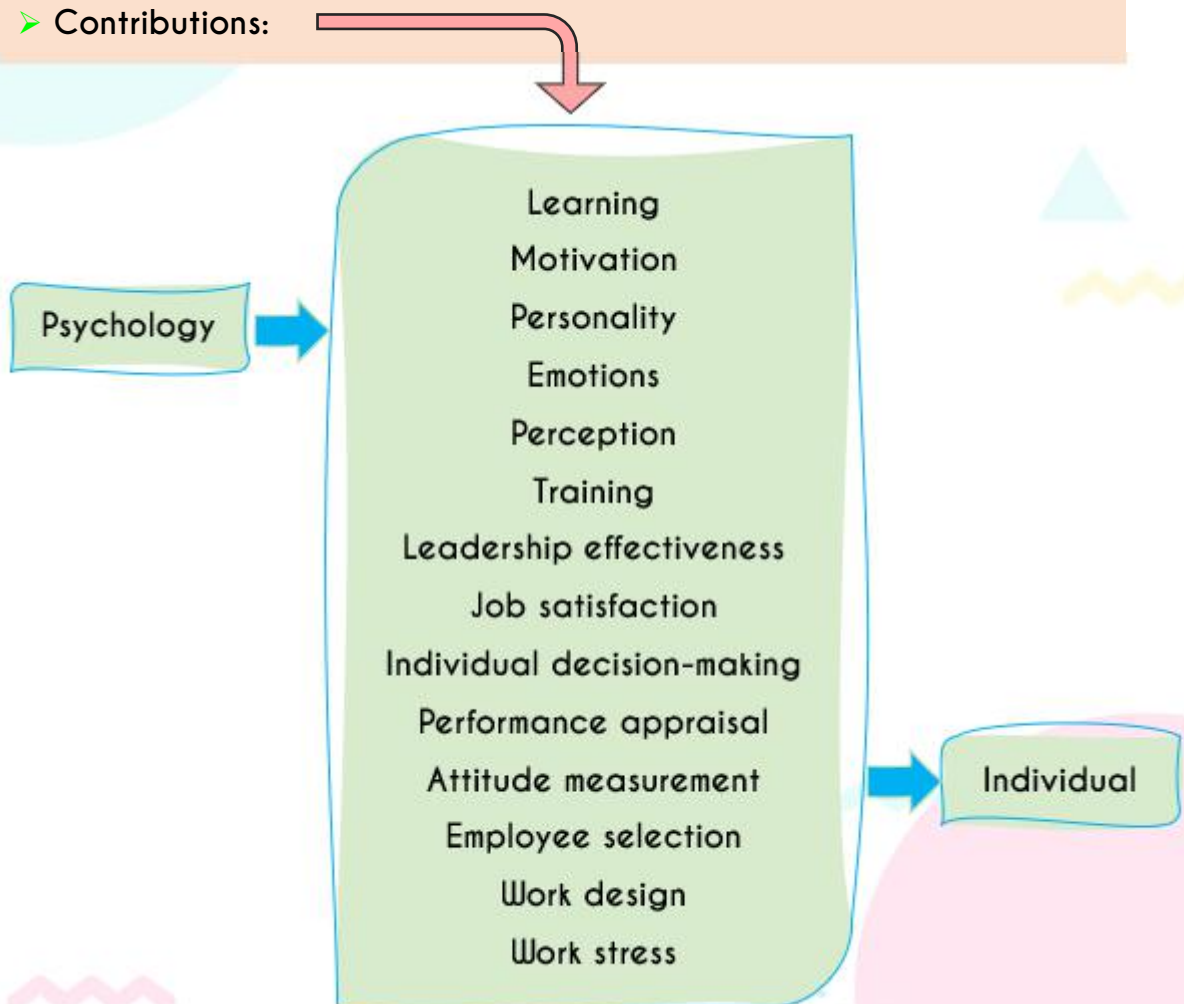
Contributions to
the Organizational Behavior Field

2. Sociology

➢ Sociology is a study of society and human social interaction at the group, organizational and even global levels.
➢ The study of sociology can include short contacts between two strangers on the street to the global and cultural social processes.
➢ Contributions:

Sociology

Dynamics of group
Teamwork
Conflict
Communication
Power
Intergroup behavior

Individual

Theory of formal organization
Technology of organization
Change in organization
Culture of organization

Group
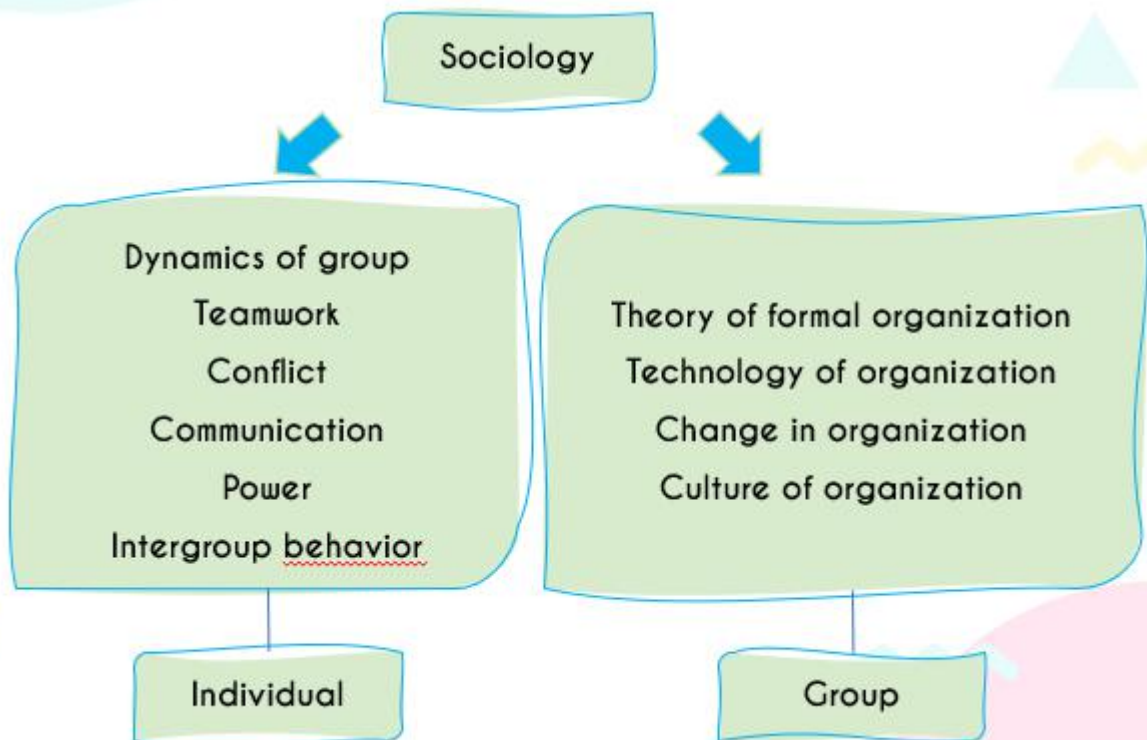
Contributions to the Organizational Behavior Field

3. Social psychology

➢ The study of how people influence others, and how people think about others.

➢ Social psychology explores the force within an individual such as traits, attitudes, thoughts, and explores the forces within the situation such as peer pressure, laws, and rules.

➢ Contribution:

Social psychology → Behavioural change
Change of attitude
Communication
Group processes
Making decision in group

↓

Group
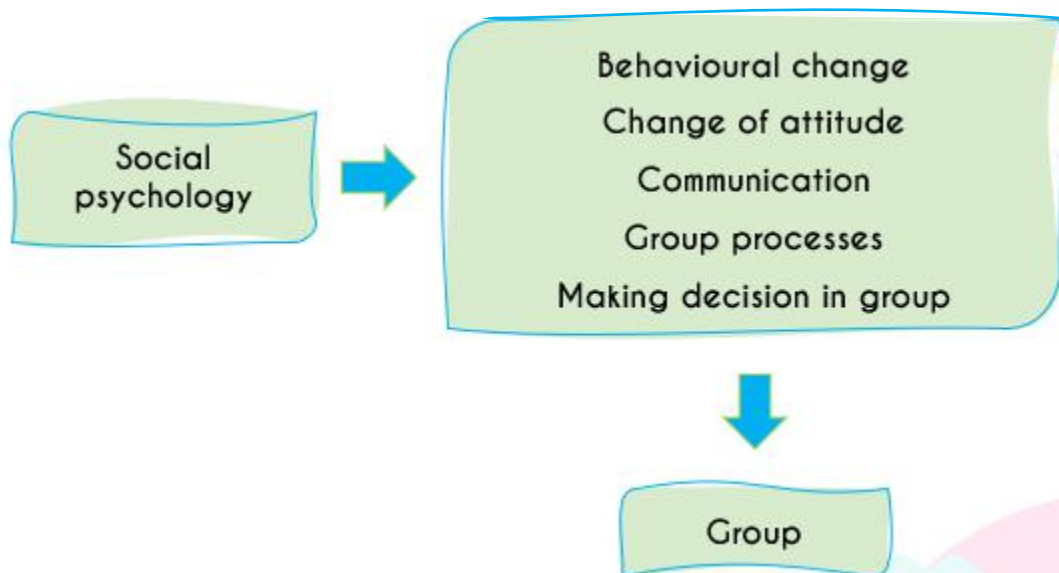
Contributions to
the Organizational Behavior Field

4. Anthropology

➤ The study includes human diversity around the worldwide cross-cultural differences, different cultural beliefs and communication styles.

➤ Anthropology promotes an understanding between different cultures by explaining each culture to the other and focusing on similarities rather than differences.

➤ The contribution:

Sociology

Comparative values,
Comparative attitudes,
Cross-cultural analysis

Organizational culture,
Organizational environment

Individual

Group
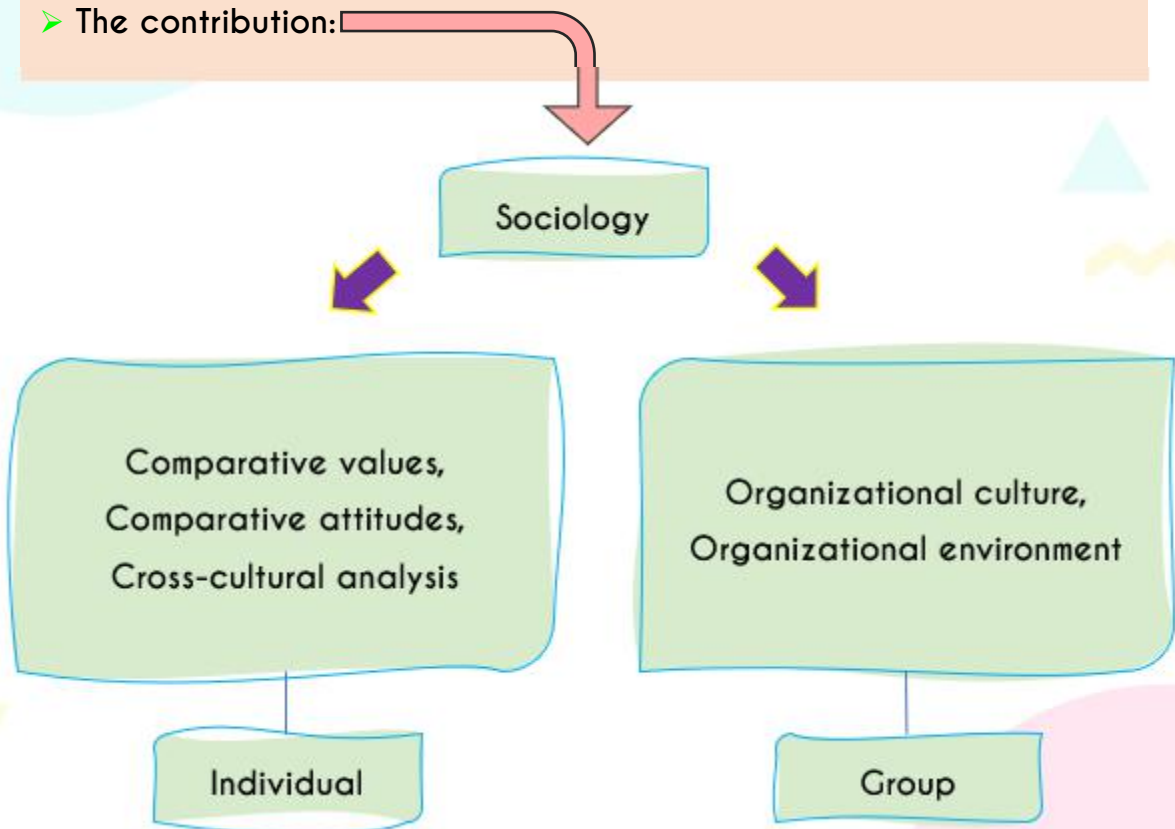
3 Analysis Level in Organizational Behavior Model

1 INPUT

During this level, the organization is choosing to structure roles, structure itself, to train, to recruit staff, and develop a corporate culture.

PROCESSES **2**

At this level, the process will including individual behaviors, group interaction, organizational practices which are driven by the original inputs into the design of the organization

3 OUTPUT

Finally, the output will be guided and influenced by the employee, the group and the organizational performance to deliver organizational performance.

Level of
Organizational Behavior
Analysis

Individual

↓

Group

↓

Organization
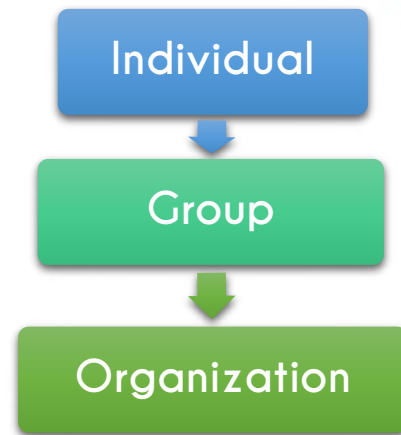
1. Individual Level

❖ The various factors that can influence the behavior of individuals would be their perceptions, the way they learn, their personalities and abilities, the way they control their emotions and work stress, their attitudes at work and motivation.

2. Group Level

❖ Behavior at the group level involves how one becomes a member of a group, teamwork, the way one communicates, makes decisions and handles interpersonal conflicts in a group meeting.

3. Organizational Level

❖ This level analyses the culture, structure and design of the organization and need to understand how the organization encourages creativity and maintain sustainability via organizational development.

The Challenges and Opportunities in Organizational Behaviour

The Challenges Managers Have in Applying Organization Behaviour Concept

1. Responding to the economic pressures

   ➤ When the economy is booming many companies are emerging, but a company's ability is tested when the economy is in decline.

2. Managing work diversity

   ➤ Workforce diversity acknowledges a workforce of women and men; many racial and ethnic groups; individuals with various of physical or psychological abilities; and people who differ in age and gender orientation.

3. Coping with temporariness

   ➤ Employees were assigned to a specific workgroup, gaining considerable security working with the same people day in and day out. That predictability has been replaced by temporary workgroups, members from different departments, and increased employee rotation to fill constantly changing work assignments.

The Challenges and Opportunities in Organizational Behaviour

The Challenges Managers Have in Applying Organization Behaviour Concept

4. Working in networked organizations

➤ This allows people to communicate and work together even though they may be thousands of miles apart. Independent contractors can telecommunicate via computer to any workplaces around the globe and change employers as the demand for their services changes.

5. Helping employees balance work life

➤ Employees are increasingly complaining that the line between work and not working time has become blurred, creating personal conflicts and stress. Organizations that do not help their people achieve work life balance will find it increasingly difficult to attract and retain the most capable and motivated employees.

6. Improving ethical behavior

➤ Managers and their organizations are responding to the problem of unethical behavior in some ways. They are offering seminars, workshops, and other training programs to try to improve ethical behaviors.

The Challenges and Opportunities in Organizational Behaviour

The Opportunities Managers Have in Applying Organization Behaviour Concept

1. Responding to globalization

➤ Globalization gave opportunities to the organization to expand their business and to have an international professional employee who can improve the entire organization.

2. Improving customer service

➤ A common feature of these jobs is significant interaction with an organization's customers. This is because an organization cannot exist without customers. So, management needs to make sure employees do what it takes to please customers.

Clear Communication   Listening Skills   Self-Control   Positive attitude   Assertiveness

Source : gr.pinterest.com.pin/739857045026984672

Top 5 soft-selling in customer service

The Challenges and Opportunities in Organizational Behaviour

The Opportunities Managers Have in Applying Organization Behaviour Concept

3. Improving people's skill

➤ Several skills that are important to the organization; technical, human, and conceptual. The challenge that the organization faced nowadays is to have multi skilling employees.

Multiskilling employees help management to design motivating jobs and cost-efficient

Source: Google Image

4. Stimulating innovation and change

➤ Victory will go to the organizations that maintain their flexibility, continually improve their quality, and beat their competition to the marketplace with a constant stream of innovative products and services.

The Challenges and Opportunities in Organizational Behaviour

The Opportunities Managers Have in Applying Organization Behaviour Concept

5. Building a positive work environment

➤ A positive work environment needs to be emphasized so that stress in the organization can be reduced. Its opportunities to the organization to portray the positive environment as one of their competitive advantages.

Source: Google Image.

A good working environment may increase workers' productivity & creativity.

Self-Assessment

1. What is organizational behavior?

2. Explain four disciplines that contribute to organizational behaviour?

3. Explain three levels of analysis in organizational behavior?

4. List down the challenges managers have in applying the OB concept.

GOOD MANAGEMENT
IS WHAT CREATES RESULTS!

Source: Google Image

CHAPTER | 2

ATTITUDE
&
JOB SATISFACTION

PART 1

ATTITUDE

Definitions of Attitude:

A well-established way of thinking or feeling about someone or something, usually that is reflected in a person's behavior.

Source: Google Image

COMPONENTS OF AN ATTITUDE

1 AFFECTIVE

The feeling or emotional segment of an attitude.

2 BEHAVIORAL

An intention to behave in a certain way toward someone or something.

3 COGNITIVE

The opinion or belief segment of an attitude.

Three Components of Attitudes:

1. **Affective** component: this involves a person's feelings / emotions about the attitude object. For example: "I am scared of spiders".

2. **Behavioural** (or conative) component: the way our influences how we act or behave. For example: "I will avoid spiders and scream if I see one".

3. **Cognitive** component: this involves a person's belief / knowledge about an attitude object. For example: "I believe spiders are dangerous".

A human reaction towards their feeling of scared

Source: Google Image

Relationship Between Attitudes & Behavior

A. Consistency in Attitudes

People find consistency between their attitudes and their behavior. Later, they may change either attitudes or behaviors, or develop rationalizations for the discrepancy. Attitudes may change according to circumstances.

Source: Google Image

B. Inconsistency in Attitudes

Any incompatibility between two or more attitudes. Researchers conclude that humans seek consistency between their attitudes and their behavior. As a result, they either change attitudes or behaviors or develop rationalizations for the discrepancy.

Major Job Attitudes

1

Job Satisfaction

A positive feeling about the job resulting from an evaluation of its characteristics.

2

Job Involvement

Degree of psychological identification with the job where perceived performance is important to self-worth.

3

Organizational Commitment

Identifying with a particular organization and its goals while wishing to maintain membership in the organization.

PART 2

JOB SATISFACTION

| Definitions of Job Satisfaction: | A positive feeling about a job resulting from an evaluation of its characteristics or the degree to which an individual feels positively or negatively about his or her job. |

Source: Google Image.

The employee should survey their employee satisfaction towards their management.

Main Causes of Job Satisfaction

Pay

Personality

Co-workers

Supervision

The work itself

Attitudes towards work

Upward & growth mobility
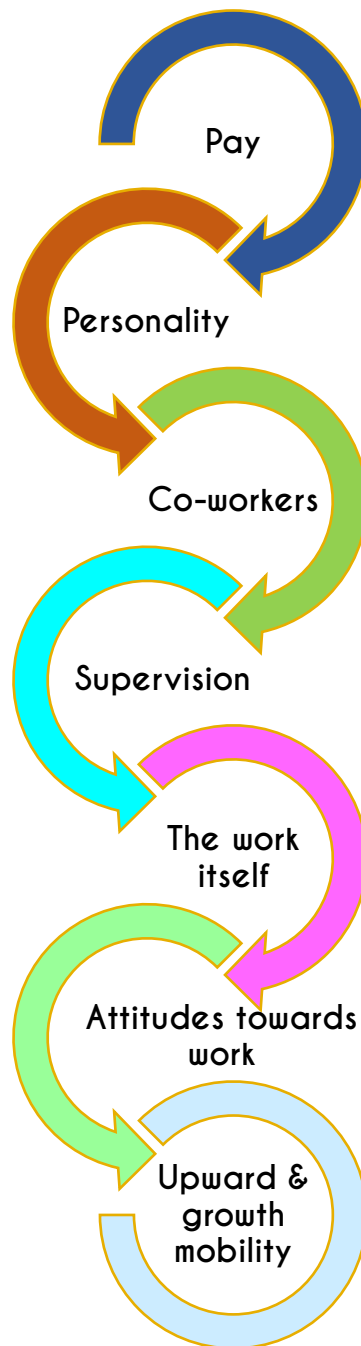
The Impact of Satisfying & Dissatisfying Employees

A.   Satisfying Employees

When employees are satisfied, they will be productive workers, more organizational citizenship behavior, customers' satisfaction increase, low absenteeism, low turnover and low deviant behavior.

Source: Google Image

Source: Google Image

B. Dissatisfying Employees

Whatever satisfying employee feel and can give, then there will be no more if employees dissatisfied towards their management.

Self-Assessment

1. What is job satisfaction?

2. There are three components of attitude. What is cognitive attitude?

3. How do attitude and behaviour have a relationship?

4. If you are a manager, how would you increase your subordinates' satisfaction with their works?

"Good leadership is a key to employee satisfaction."

Source: Google Image

CHAPTER | 3

PERSONALITY
&
VALUES

Source: Google Image

Source: unsplash.com

PART 1

PERSONALITY
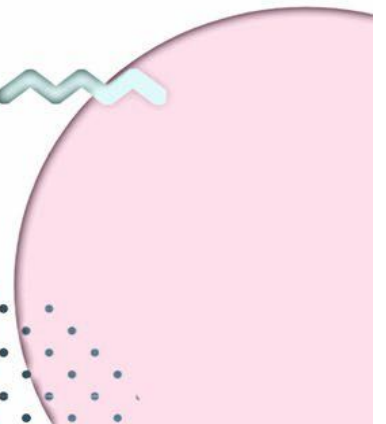
Definitions of Personality:

A combination of traits or qualities that make up an individual's distinctive character.

Source: Google Image.

Steve Jobs has a charismatic attitude, risk-taking temperament, and non-traditional conduct.

PERSONALITY DERTERMINANTS

1 BRAIN

2 HEREDITY

PHYSICAL FACTORS 3

4 SOCIAL FACTORS

5 CULTURAL & ENVIRONMENT FACTORS

Personality determinants:

1. **Brain** is how an individual thinks and reacts, usually aligned. It is easier for management to identify how their workers react when given different tasks in different situations.

Source: Google Image

2. **Heredity** refers to factors determined during conception such as gender, temperament, biology, and physical stature that are influenced by parental traits biologically, physiologically, and psychologically.
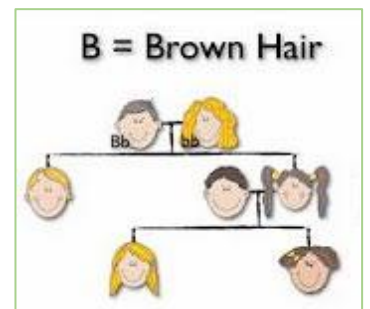
Source: Google Image

3. **Physical Factors** may involve the height of a person, color, health status, and beauty that will influence an individual's personality.

Source: Google Image

4. **Social Factors** that evolve and revolve around us regularly determine our personality, including the society that we live in.

5. **Cultural & Environment Factor** in which individual lives are also important, and may involve traditional practices, norms, customs, procedures, rules and regulation, precedents, and values.

Source: Google Image

HOW TO CLASSIFY INDIVIDUAL'S PERSONALITY?

2 METHODS

- The Myer-Briggs Type Indicator
- The Big Five Model
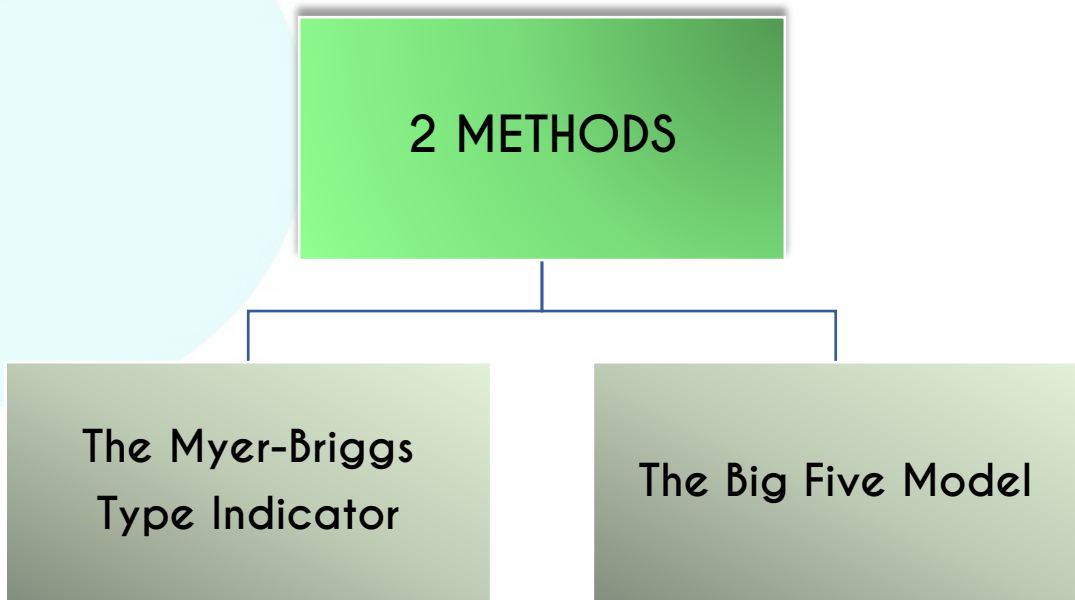
1. The Myer-Briggs Type Indicator

Source: Google Image.

The creator of MBTI

The **Myers-Briggs Type Indicator (MBTI)** is the most widely used personality assessment instrument globally. It is a 100-question personality test that asks people how they usually feel or act in particular situations. Based on the answers, individuals give to the test questions, they are classified as extroverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). These classifications are then combined into 16 personality types.

1. Myer-Briggs Type Indicator

ISTJ
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

Source: Google Image.

2. The Big Five Model

The Big Five Model is contrast to the MBTI, the five-factor model of personality—more typically called the *Big Five*—has received strong supporting evidence. In addition, the test scores of these traits do a very good predicting how people behave in a variety of real-life situations. So, what are the Big Five Model?

AGREEABLENESS

1

Collaboration, Collegiality, Generosity, Honesty, Integrity, kindness, Trustworthiness

OPENNESS TO EXPERIENCE

5

Curiosity, Creativity, Global awareness, Growth mindset, Imagination, Innovation, Tolerance

The BIG 5 Personality Test

CONSCIENTIOUSNESS

2

Dependability, Grit, Organization, Persistence, Planning, Punctuality, Responsibility

EXTRAVERSION

4

Assertiveness, Cheerfulness, Communication, Optimism, Leadership, Liveliness, Socialbility

EMOTIONAL STABILITY

3

Confidence, Coping with stress, Moderation, Resilience, Self-esteem, Self-consciousness, Self-regulation

PART 2

VALUES

Definitions of Values:

Is a set of beliefs about things that we hold as important to us as individuals. It is an important and enduring belief or ambition shared by culturalists about what is good or bad and desirable or undesirable.

Source: Google Image.

Most organization will put their vision and mission as their core value to achieve.

Why are values important in an organization?
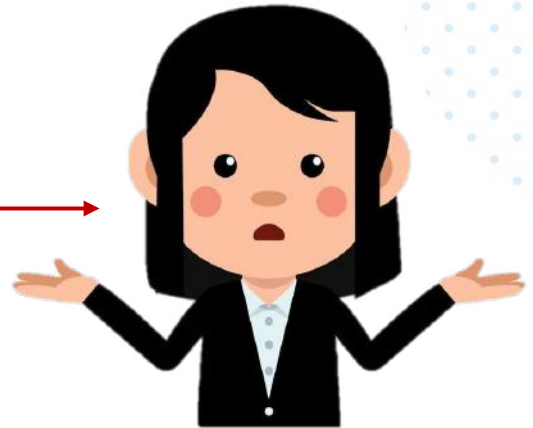
Value is part of the culture. It binds people together as a community. It also lay the foundation for the understanding of attitudes and motivation because they influence our perceptions. Values tell people how to behave to achieve the organization's vision and contribute vitality and performance.

Types of Values

Milton Rokeach created the Rokeach Value Survey (RVS). It consists of two sets of values, each containing 18 individual value items.
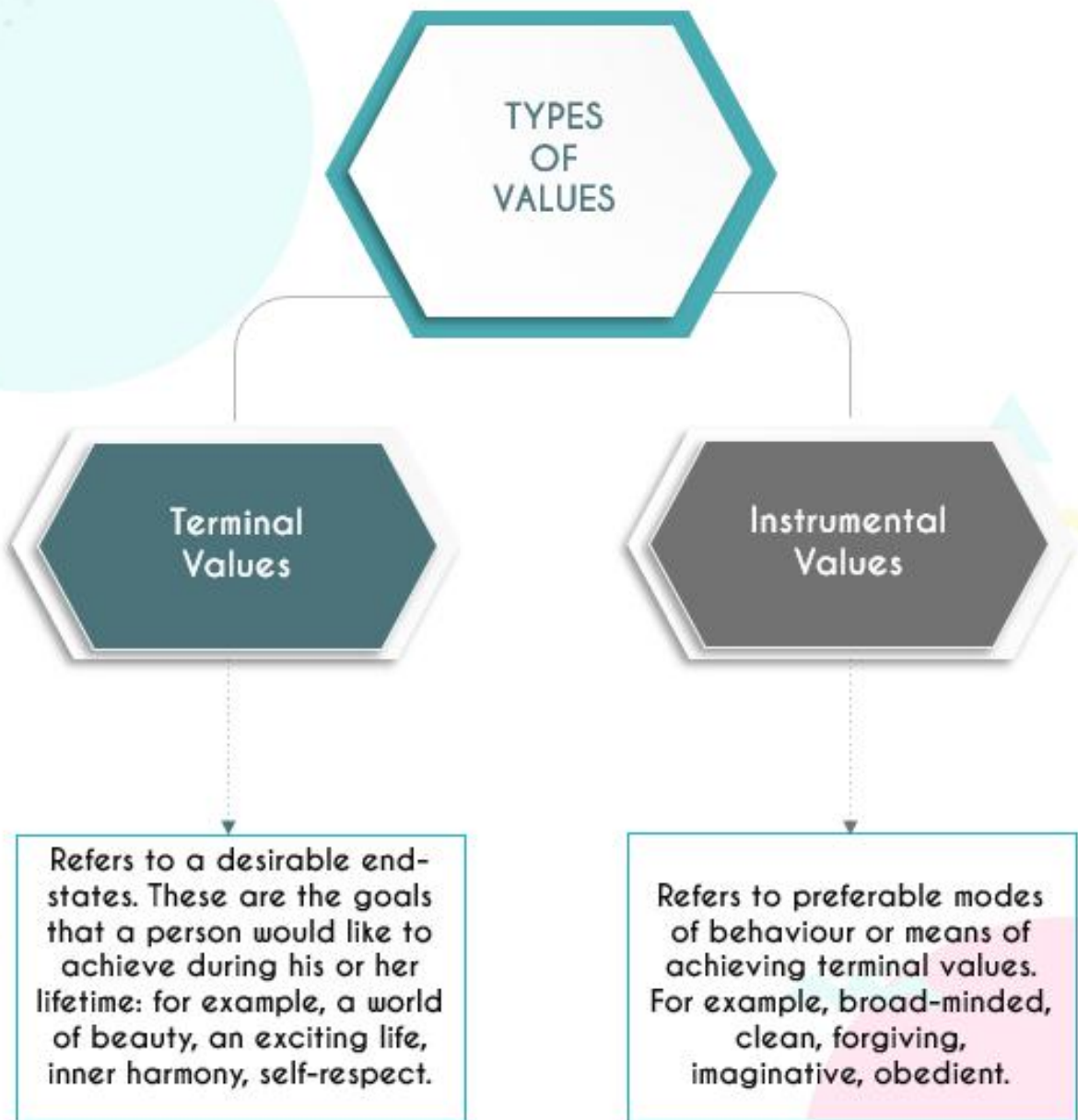
TYPES
OF
VALUES

Terminal
Values

Instrumental
Values

Refers to a desirable end-states. These are the goals that a person would like to achieve during his or her lifetime: for example, a world of beauty, an exciting life, inner harmony, self-respect.

Refers to preferable modes of behaviour or means of achieving terminal values. For example, broad-minded, clean, forgiving, imaginative, obedient.

Link Employee Personality & Values to The Workplace

A. Person-Job Fit – John Holland's – Personality-Job Fit

Source:
Google Image

John Lewis Holland was the creator of the career development model.

This **John Holland's theory** is based on the notion of fit between an individual's personality characteristics and the job theory of productive workers. Holland presents six personality types then proposes that satisfaction and the propensity to leave a position depending on the degree to which individuals successfully match their personalities to a job.

Link Employee Personality & Values to The Workplace

A. Person-Job Fit – John Holland – Personality-Job Fit

Realistic

Investigative

Conventional

Personality-Job Fit Theory

Artistic

Enterprising

Social

Link Employee Personality & Values to The Workplace

A. Person-Job Fit – John Holland's – Personality-Job Fit

1. **Realistics (Doer)** prefers physical activities that require skill, strength, and coordination. Traits include being genuine, stable conforming and practical.

2. **Investigative (Thinker)** prefers working with theory and information, thinking, organizing, and understanding. Traits include being analytical, curious, and independent.

3. **Artistic (Creator)** prefers creative, original, & unsystematic activities that allow creative expression. Traits include being imaginative, disorderly, idealistic, emotional & impractical.

4. **Social (Helper)** prefers activities that involve helping, healing, or developing others. Traits include being imaginative, disorderly, idealistic, emotional, and impractical.

5. **Enterprising (Persuader)** prefers competitive environments, leadership, influence, selling, & status. Traits include being ambitious, domineering, energetic & self-confident.

6. **Conventional (Organizer)** prefers precise, rule-regulated, orderly & unambiguous activities. Traits include being conforming, efficient, practical, unimaginative & inflexible.

B. Person-Organization Fit

Research on person-organization fit has looked at whether people's values match the organization's culture. Using the Big Five terminology, we could expect that people high on extroversion fit better with aggressive and team-oriented cultures, people high on agreeableness match up better with a supportive organizational climate than one that focuses on aggressiveness, people high on openness to experience fit better into organizations that emphasize innovation rather than standardization.

Source: Google Image

Leaders should know their subordinate's potential to ensure they were giving the right task to do.

Self-Assessment

1. What is personality?

2. Explain what determines personality?

3. Explain what are in the Big Five Model scores?

4. Define values.

5. Using the Big Five terminology, what could we expect for a person-organization fit?

Source: Google Image

CHAPTER | 4

GROUP, TEAMS
&
DECISION MAKING
IN
ORGANIZATION

Source: Google Image

PART 1

GROUP

Definition of Group:

A group is a collection of people with some common characteristics or purpose and can consist of any number of people.

Source: Google Image.

The group members share beliefs, principles, and standards about areas of common interest, and they come together to work on common tasks for agreed purposes and outcomes; individuals are aware that they are part of a group.

TYPES OF GROUPS

```
GROUP ─┬─ Formal ─┬─ Functional / Command
       │          └─ Task Force ─┬─ Permanent
       │                         └─ Temporary
       └─ Informal ─┬─ Interest Group
                    └─ Friendship Group
```
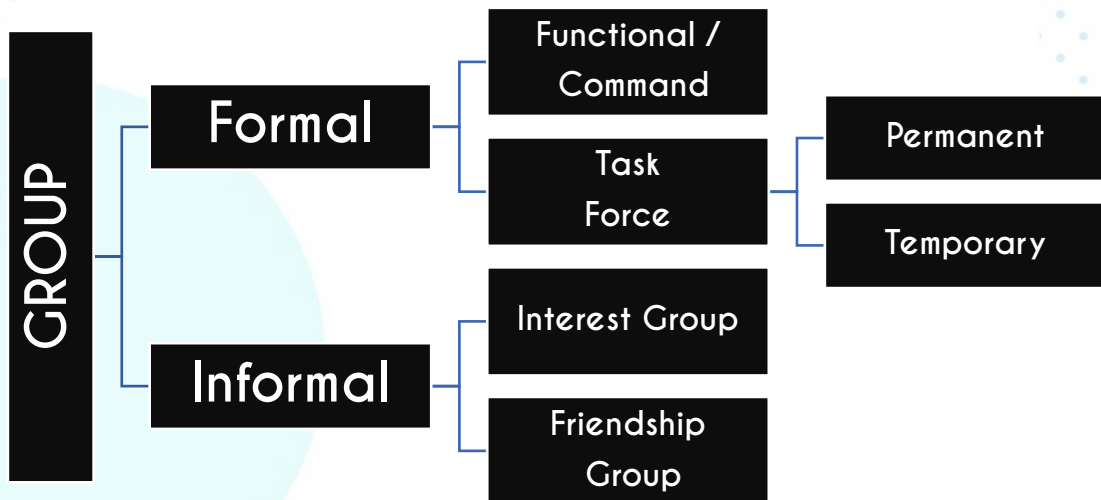
A.   Formal Group

A Formal Group is a designated workgroup defined by the organization's structure. Under the formal group are **functional or command** and **task force.** *Functional* is a group composed of individuals who report directly to a given manager. **A task force** *is* those working together to complete a job or task. It can be divided into permanent and temporary task force. A permanent task force will work on continuing organizational issues. Also known as standing committee. A temporary task force is a group formed for a specific purpose. It has members from all functional areas in the company. Also known as an ad-hoc committee.

B.   Informal Group

An Informal Group is a group is neither formally structured nor organizationally determined; appears in response to the need for social contact. It has an **interest group** who is working together to attain a specific objective with which each is concerned. Another one **is friendship group** whom those brought together because they share one or more common characteristics.

Interest group

Source:: Google Image.

Friendship Group

Source: Google Image.

STAGES OF GROUP DEVELOPMENT

5 STAGES MODEL

1 FORMING

2 STORMING

3 NORMING

4 PERFORMING

5 ADJOURNING
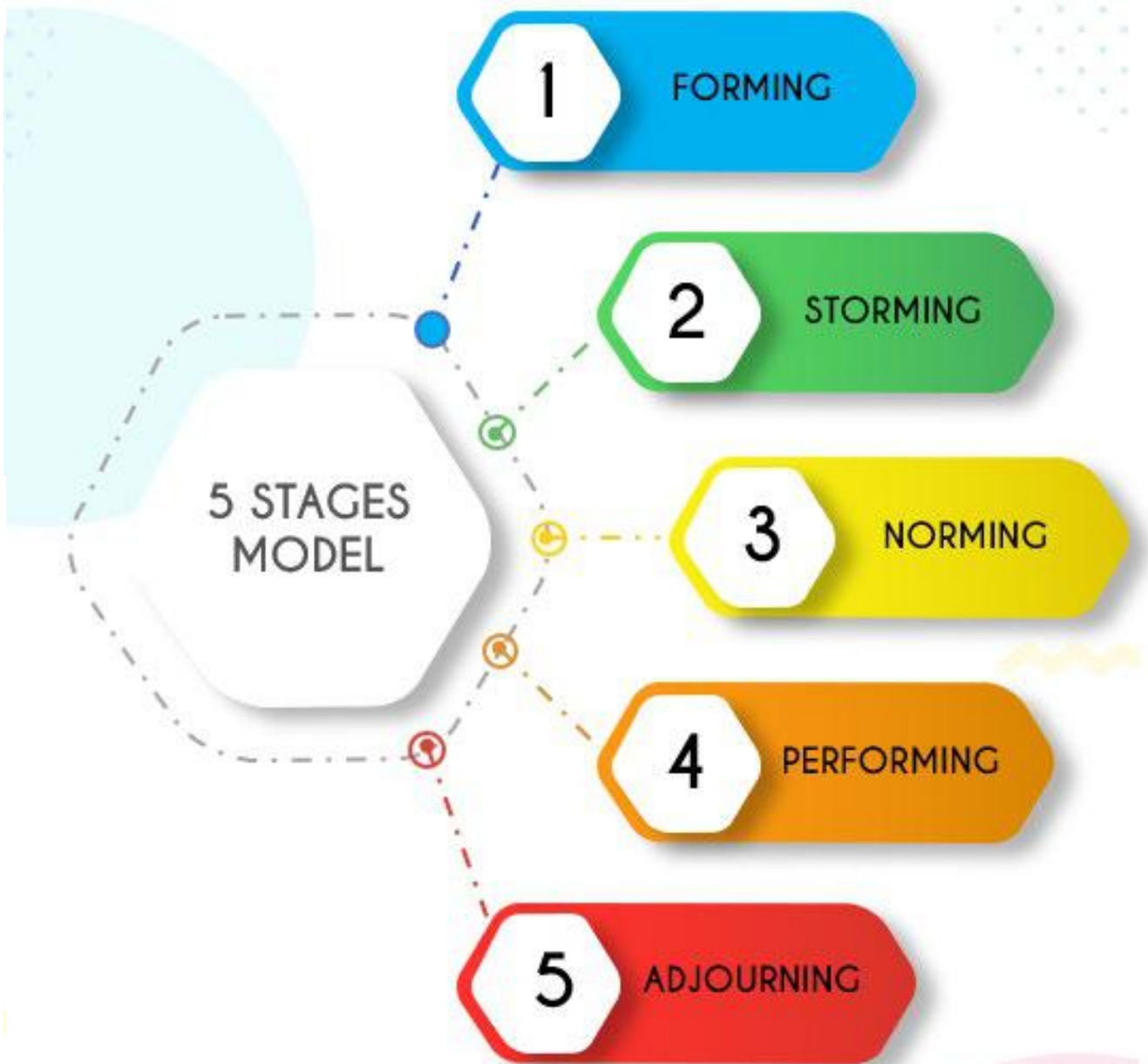
Stages of Group Development in
The Five-Stages Model

1. **Forming:** It is characterized by much uncertainty. This stage is complete when members have begun to think of themselves as part of a group.

2. **Storming:** It is characterized by intragroup conflict. Members accept the group's existence, but there is resistance to the group's constraints on individuality.

3. **Norming:** It is characterized by close relationships and cohesiveness. There is now a strong sense of group solidifies, and the group has assimilated a common set of expectations of what defines correct member behavior.

4. **Performing:** This is the stage when the group is fully functional. The group has moved from getting to know and understand each other to perform the task at hand.

5. **Adjourning:** The final stage in group development for temporary groups is concerned with wrapping up activities rather than performance.

Source: Google Image.

PART 2

TEAMS

Definition of Team:

A team is a group of individuals. They all working together for a common purpose.

Ideally, individuals who make up a team should have the same goals and objectives and have the same mindset. Individuals who are incompatible with each other cannot form a team.

TYPES OF TEAMS

1 PROBLEM SOLVING TEAMS

2 SELF-MANAGED TEAMS

3 CROSS FUNCTIONAL TEAMS

4 VIRTUAL TEAMS
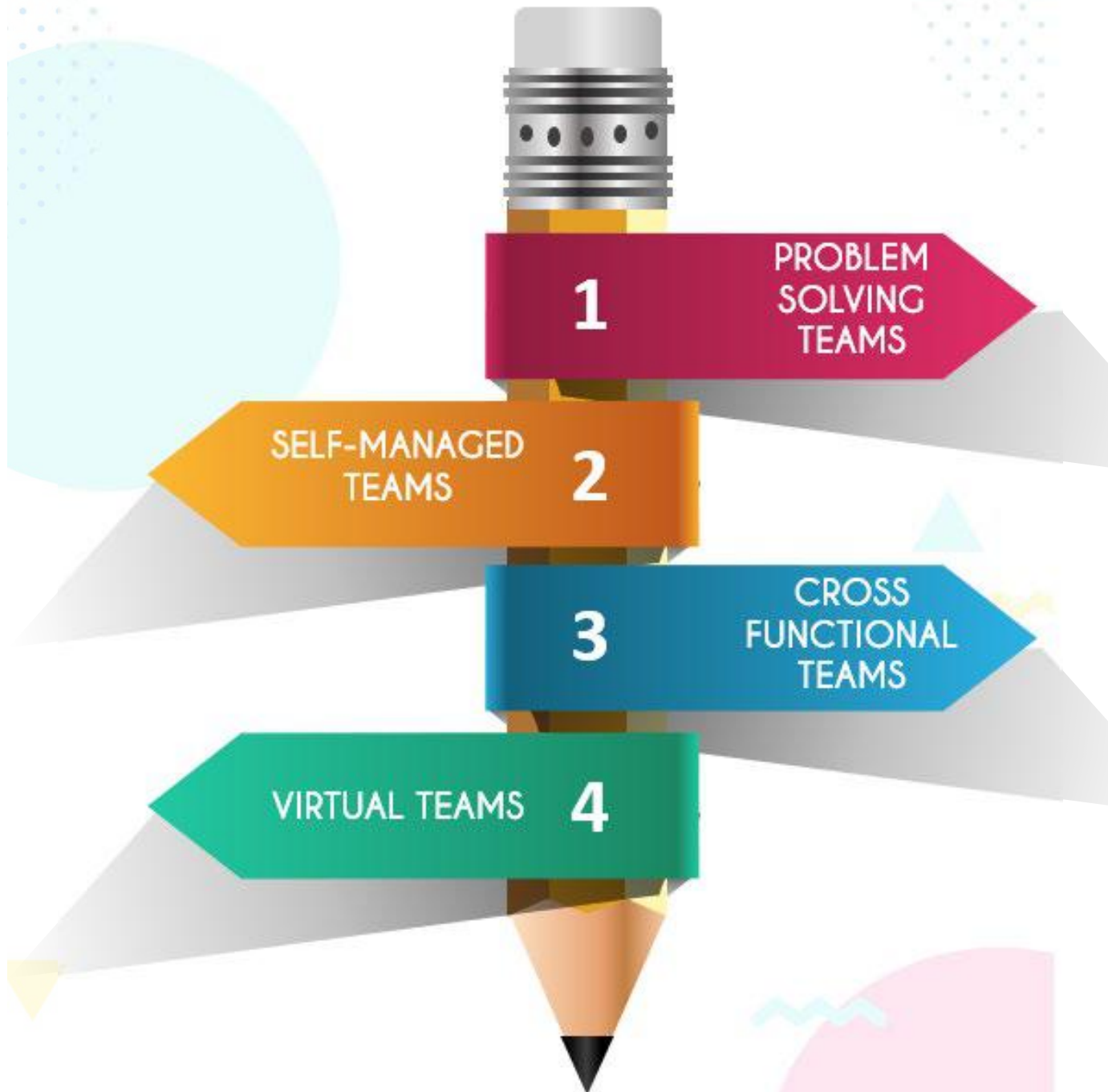
TYPES OF TEAMS

1. Problem Solving Teams

    Groups of 5 to 12 employees from the same department meet for a few hours each week to discuss improving quality, efficiency, and the work environment. This group assembled to work on a project that involves resolving issues that have already arisen or dealing effectively with issues as they arise.

2. Self-managed Teams

    Groups of 10 to 15 people who take on the responsibilities of their former supervisors. It is consist of individuals who work together again for a common purpose, but without the supervision of any leader. No leader is appointed, and the team members must take responsibility.

TYPES OF TEAMS

3. Cross Functional Teams

    Groups of employees from about the same hierarchical level, but different work areas who come together to accomplish a task.

4. Virtual Teams

    Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal. Virtual teams consist of individuals who are separated by distances and connected through the internet.

Source: Google Image.

The Effectiveness Between Group/Team Decision Making &
Individual Decision Making

COMPARISONS	GROUP	INDIVIDUAL
ACCURACY	✓	
SPEED		✓
CREATIVITY	✓	
DEGREE OF ACCEPTANCE	✓	

Effectiveness in decision-making between groups and individuals does not have a significant impact. In terms of accuracy, creativity, and acceptance, group decision-making showed a better result. There is no denying that making decisions individually is faster because there is no need to take into account the opinions of others.

Self-Assessment

1. Define a group and a team.

2. What are the differences between formal and informal groups?

3. Explain the stages of group or teams development.

4. What is virtual teams?

Coming together is a **beginning**, staying together is **progress**, and working together is **success**.

- Henry Ford
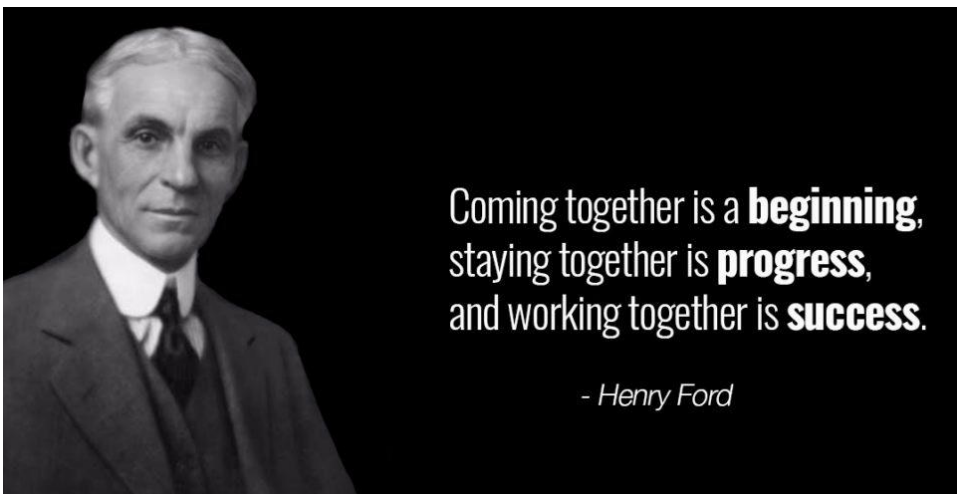
Source: Google Image

CHAPTER | 5

POWER
&
POLITICS

Source: Google Image

PART 1
___

POWER

Definitions of Power:

The ability or capacity to do something or acting in a particular way or to direct or influence the behavior of others or the course of events.

Source: Google Image.

Person with power has the ability or right to control people or things.

5 BASES of POWER

```
                    POWER

        Formal                  Personal

  Coercive    Reward        Expert     Referent

  Legitimate
```
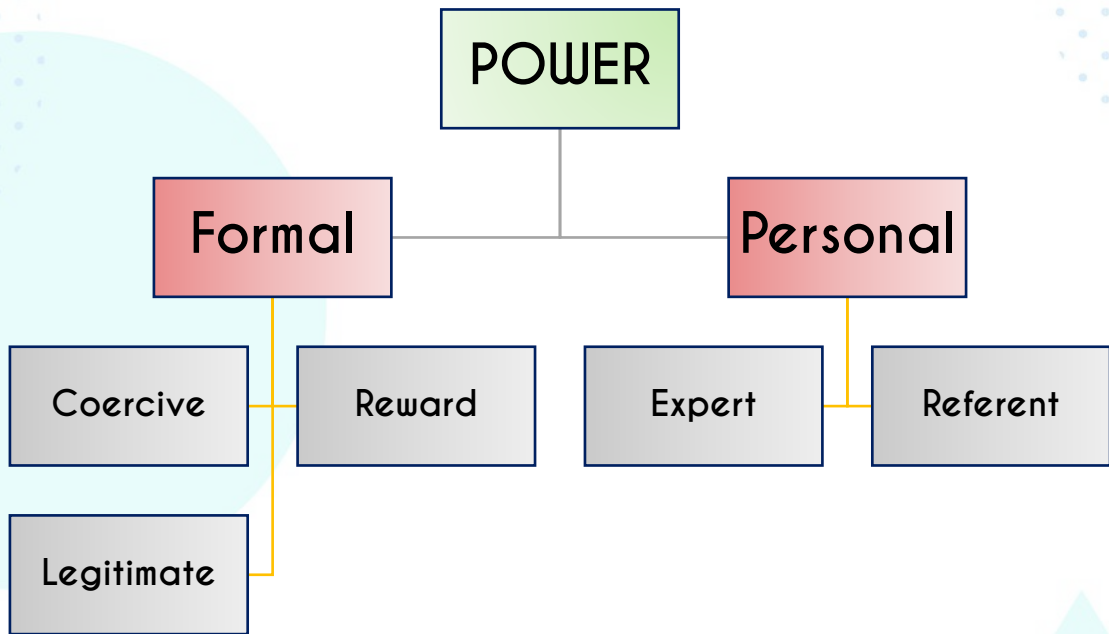
1. **Formal Power** is based on an individual's position with the formal structure of an organization.
2. **Personal Power** is resulting from the personal characteristics of an individual rather than the formal structure.

Five Bases of Power

1. **Coercive**: The ability of a manager to force an employee to follow an order by threatening the employee with punishment if the employee does not comply with the order.

2. **Reward**: The power of a manager to give some type of reward to an employee to influence the employee to act. Rewards can be tangible and intangible.

3. **Legitimate:** This is inherent in the position and authority of an individual within an organization. This job description of an individual determines this scope of legitimate power.

4. **Expert:** This is based on employees' perception that a manager or other member of an organization has a high level of knowledge or a specialized set of skills that other employees or members do not possess.

5. **Referent**: This is the power of an individual over the team or followers, based on a high level of identification with admiration of or respect for the powerholder/leader.

9 Power of Influence Tactics

1. Legitimacy Tactics →

2. Rational Persuasion ↓

3. Inspirational Appeals ←

4. Consultation ↓

5. Exchange →

6. Personal Appeals ↓

7. Ingratiation ←

8. Pressure ↓

9. Coalition Tactics
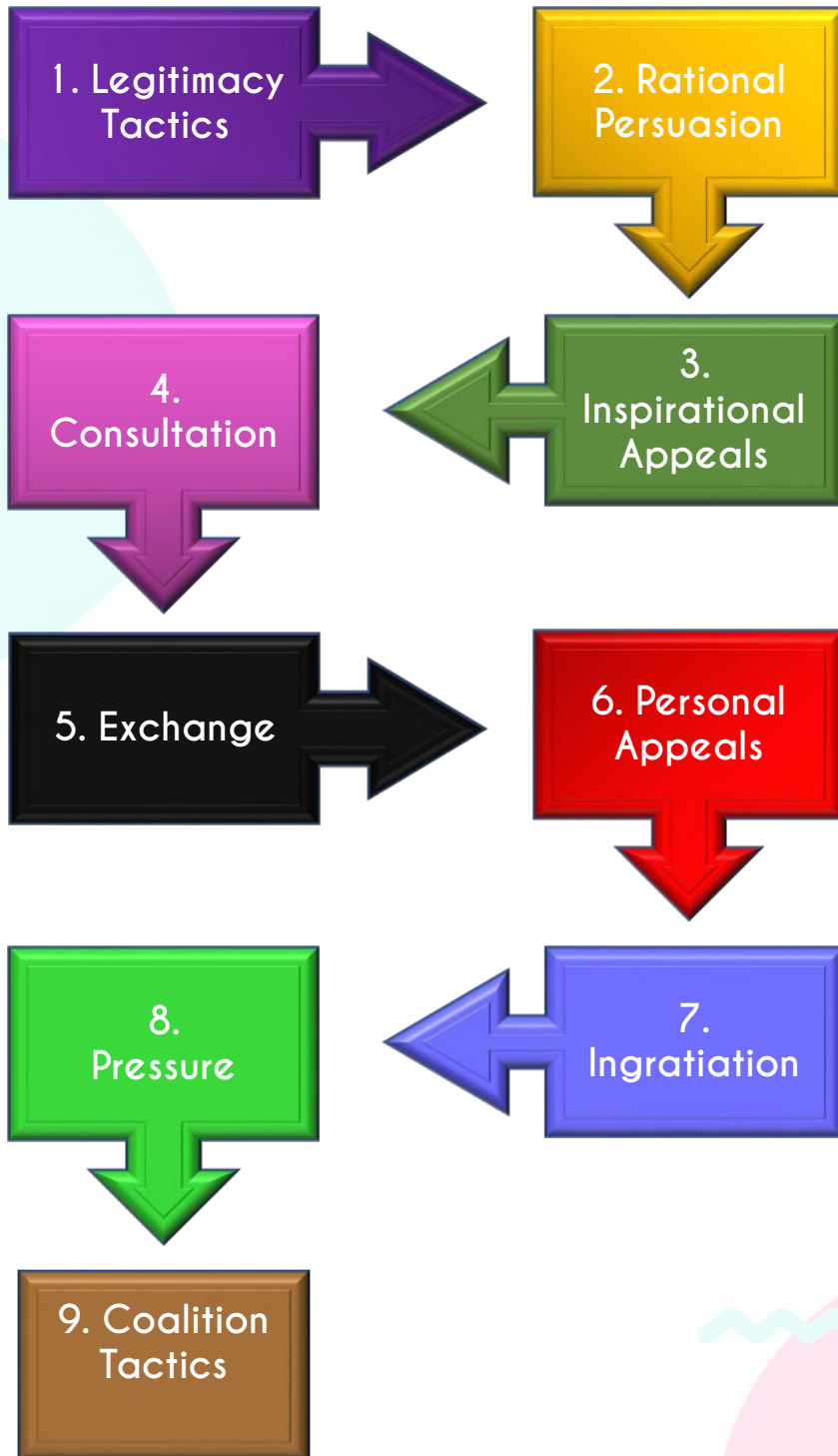
1. **Legitimacy Tactics**: Relying on one's authority position or stressing that request is in accordance with organizational policies or rules.

2. **Rational Persuasion**: Presenting logical arguments and factual evidence to demonstrate that a request is reasonable.

3. **Inspirational Appeals**: Developing emotional commitment by appealing to a target's values, needs, hopes and aspirations.

4. **Consultation**: Increasing the target's motivation and support by involving him or her in deciding how he/she plans, or change will be done.

5. **Exchange**: Rewarding the target with benefits or favours in exchange for following a request.

6. **Personal Appeals**: Asking for compliance based on friendship or loyalty.

7. **Ingratiation**: Using flattery, praise, or friendly behavior prior to making a request.

8. **Pressure**: Using demands, threats, and reminders to get someone to do something.

9. **Coalition Tactics**: Enlisting the aid of other people to persuade the target or using the support of others as a reason for the target to agree.
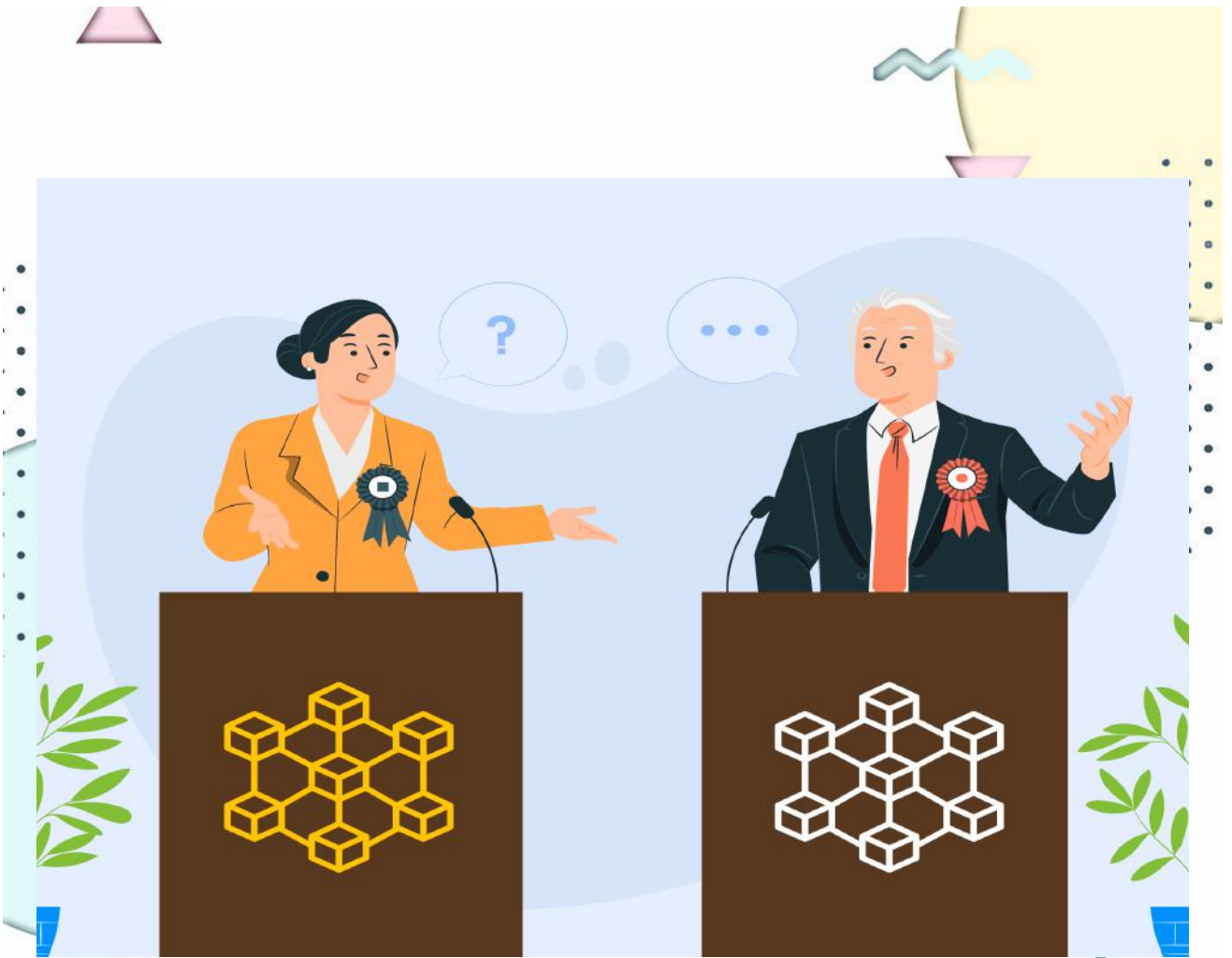
Source: Google Image.

PART 2

POLITICS

Definitions of Politics: Activities that influence or try to influence most things in an organization.

Source: Google Image.

Every action will have its risk and impact.

TYPES OF POLITICAL BEHAVIOUR

POLITICAL BEHAVIOUR

LEGITIMATE
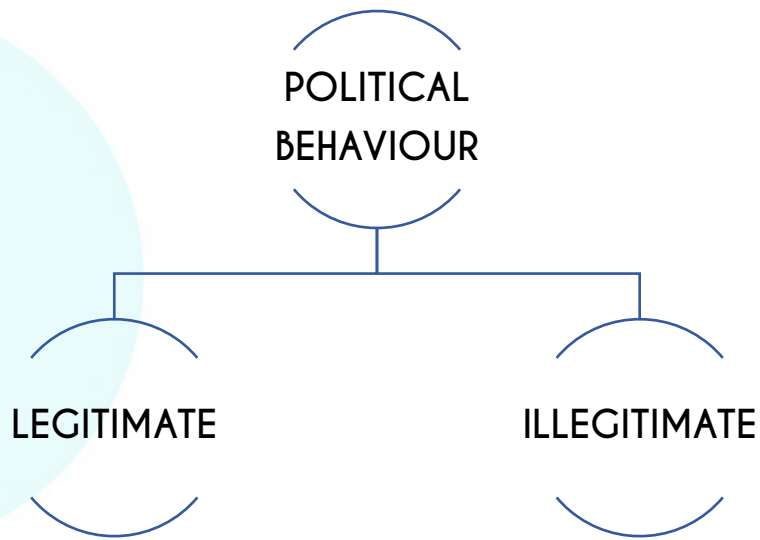
ILLEGITIMATE

1. **Legitimate Political Behavior:** everyday politics such as complaining to the supervisor, forming coalitions and developing contacts outside the organization.

2. **Illegitimate Political Behaviour :** activities that violate the rules of the organization.

Causes & Consequences of Political Behavior

A. Individual Factors

1. An individual who is sensitive to social problems, shows that he is a person with a political spirit.

2. The more employment alternatives are considered, the more likely the individual is at risk of an illegal political situation.

3. Organizational investment is where the more a person expects an increase in future benefits from the organization, the higher his or her loss rate if forced out. Most likely he will use illegal means.

4. The more employment alternatives are considered, the more likely the individual is to face the risk of an illegal political situation.

5. The expectation of success is most likely a territory for experienced and powerful individuals with polished political skills and inexperienced and naive employees who misjudge their opportunities.
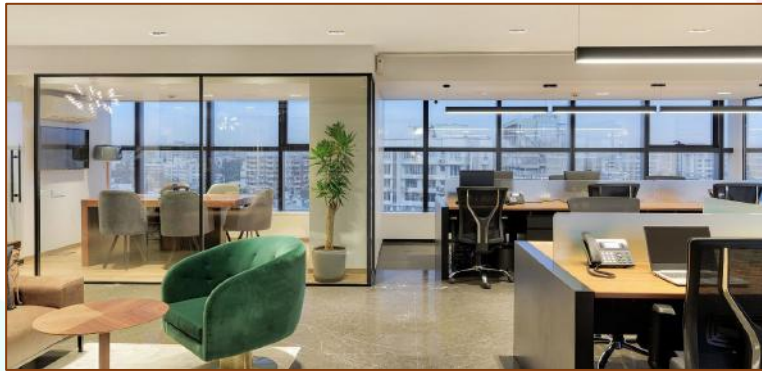
Source: Google Image.

A comfortable working environment may lead to good productivity in
the organization.

B.   Organizational Factors

1.   People may get involved in political situations to protect what they
have when downsizing occurs. Redistribution of resources within
organizations is likely to stimulate conflict and increase politics.

2.   Promotion opportunities will encourage people to compete for
them. Yet it will create politics in that competition.

3.   The reliability rate can be low as the higher the level of political
behavior, the more likely it is that the political behavior will become
illegal.

4.   The vague role indicates that an employee's role in the
organization is not clearly defined.

5.   Unclear performance appraisal systems such as subjective
performance appraisals, and time gaps between assignments and
appraisals can trigger political situations in organizations.

Self-Assessment

1. What is personal power?

2. Explain nine tactics that can influence power.

3. What is legitimate and illegitimate political behaviour?

4. How may political behaviour may influence towards organization?

Good governance depends on ability to take responsibility by both administration as well as people.

Narendra Modi

Source: Google Image

CHAPTER | 6

CONFLICT
&
NEGOTIATIONS

Source: Google Image.

PART 1

CONFLICT

Definition of Conflict:

A clash between individuals arising out of a difference in process of thought, attitudes, understanding, interests, requirements, and even sometimes perception.

Source: Google Image.

Arguing is commonly happen during the meeting.

TRANSITION OF THE CONFLICT THOUGHT

1. Traditional View

2. Human Relation View

3. Interactionist View

TRANSITION OF
THE CONFLICT THOUGHT

Traditional View — 1

Is the earliest approach (the 1930s - 1940s) to conflict in organizations, it was assumed that all conflict was harmful and needed to be avoided. Conflict was seen as a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees. This somewhat simplistic view of conflict allowed for relatively easy solutions: seek out the sources of conflict and correct those malfunctions. While still commonly held in the workplace, this view is not aligned with modern research findings.

Human Relation View

2

Human Relation View belief that conflict is a natural and inevitable outcome in any group. Because conflict was inevitable, the human relation's school advocated acceptance of conflict. It cannot be eliminated, and there are even times when conflict may benefit a group's performance. The human relations view dominated conflict theory from the late 1940s through the mid-1970s.

Interactionist View

3

The Interactionist View of conflict encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and unresponsive to need for change and innovation. The major contribution of this view is recognizing that a minimal level of conflict can help keep a group viable, self-critical, and creative.

The 5 Stages in Conflict Process

1 Potential Opposition / Incompatibility

2 Cognition & Personalization

3 Intentions

4 Behavior

5 Outcomes

The 5 Stages in Conflict Process

Stage 1: Potential Opposition or Incompatibility

This is the first stage of conflict where no real conflict arises. Still, it can trigger real conflicts to occur. They can still prevent it from happening. But, if these three conditions occur such as communication weaknesses, situations and attitudes of the individuals involved, real conflict can occur.

Stage 2: Cognition and Personalization

This stage begins when one party, which may be in individual or a group, becomes aware that another party is thwarting its goal. At this stage, the real issues of the conflict need to be understood. Every individual involved needs to know why the conflict occurred. It is important to understand because it can help resolve the conflict.

Stage 3: Intentions

During this stage, the parties in conflict develop negative feelings about each other. Typically, each group closes ranks, develops a "us-versus-them" attitude, and blames the other group for the problem. As the conflict escalates, cooperation between groups declines, as well as organizational effectiveness.

Stage 4: Behavior

This stage includes statements, actions, and reactions made by the conflicting parties. These conflict behaviors are usually overt attempts to implement each party's intentions. However, these behaviors have a stimulus quality that is separate from intentions. As a result, miscalculations or unskilled enactments, overt behaviors sometimes deviate from original intentions.

Stage 5: Outcomes

Not all conflict is bad. Some conflicts support the group's goals and improve its performance; these are functional or constructive forms of conflict. Nevertheless, some conflicts hinder group performance; these are dysfunctional or destructive forms of conflict.

Source: Google Image

PART 2

NEGOTIATIONS

Definitions of Negotiations:

A process where two or more people discuss how they can reach an agreement on an issue that affect both parties.

Source: Google Image

Middleman may be needed as a referee during negotiation.

NEGOTIATION STRATEGIES

```
         ┌──────────────────┐
         │        2         │
         │    STRATEGIES    │
         └──────────────────┘
                  │
        ┌─────────┴─────────┐
┌──────────────┐    ┌──────────────┐
│ DISTRIBUTIVE │    │ INTEGRATIVE  │
│ BARGAINING   │    │ BARGAINING   │
└──────────────┘    └──────────────┘
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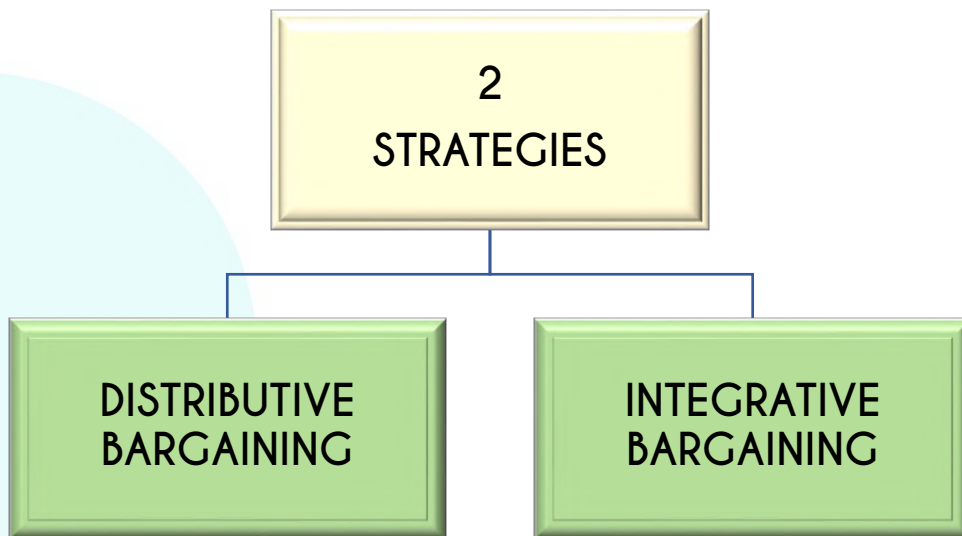
1. **Distributive Bargaining** is a competitive bargaining strategy in which one party gains only if the other party loses something. It is used as a negotiation strategy to distribute fixed resources such as resources, money, assets, etc., between both parties.

2. **Integrative Bargaining,** also called 'interest-based bargaining or win-win bargaining. This is a negotiation strategy in which parties collaborate to find a 'win-win' solution to their dispute. This strategy focuses on developing mutually beneficial agreements based on the interests of the disputants.

5 Steps in Negotiating Process

```
┌─────────────────────┐
│   Preparation &     │
│      Planning       │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐        ┌─────────────────────┐
│ Definition & Ground │        │ Bargaining & Problem│
│       Rules         │        │      Solving        │
└─────────────────────┘        └─────────────────────┘
           │                              │
           ▼                              ▼
┌─────────────────────┐        ┌─────────────────────┐
│   Clarification &   │        │     Closure &       │
│   Ground Rules      │        │  Implementation     │
└─────────────────────┘        └─────────────────────┘
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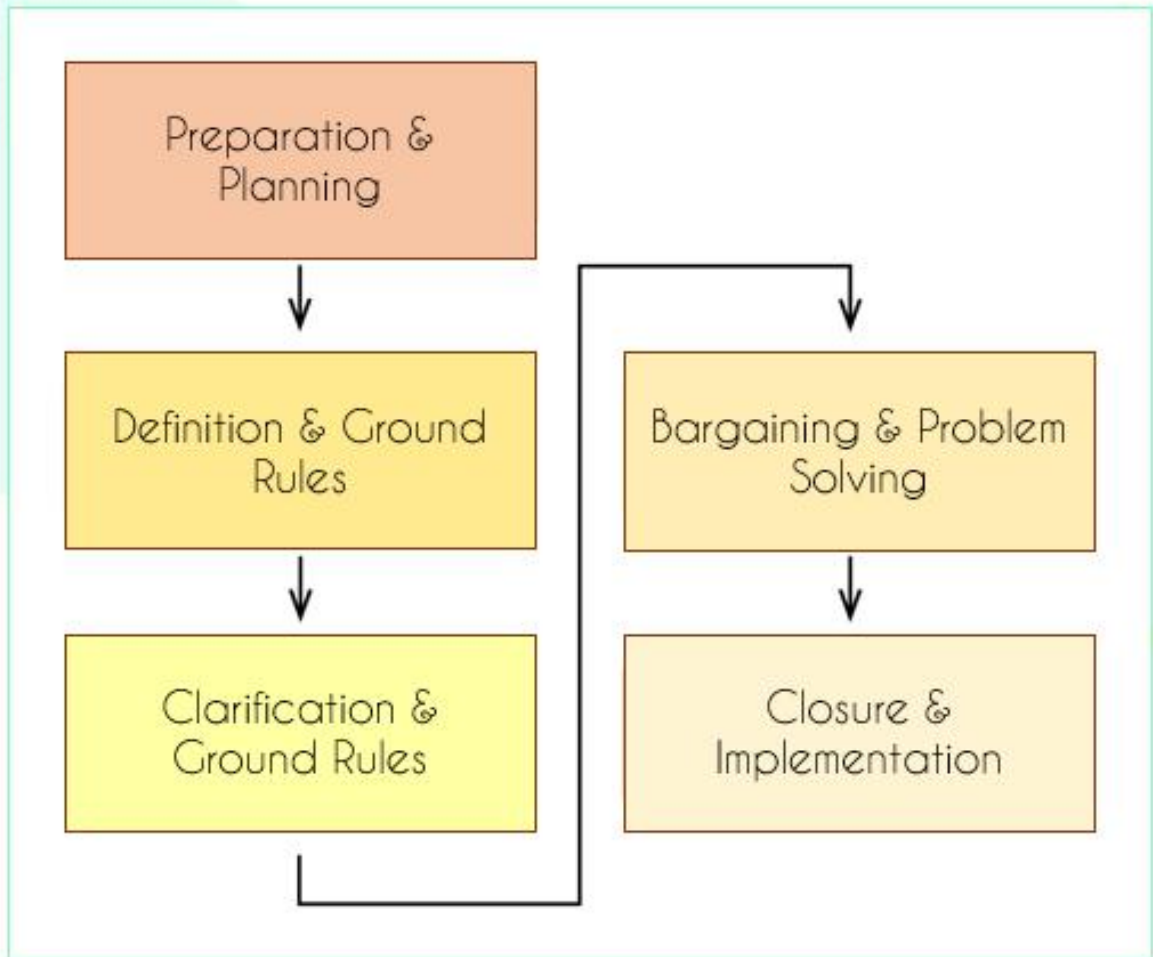
Self-Assessment

1. What is organizational conflict?

2. What is the interactionist thought about conflict?

3. Give five stages in the conflict process.

4. What is "negotiations?"

5. List five steps in negotiating processes.

In any negotiations,

put yourself in the other person's seat

and see what their interest is.

— Diane von Furstenberg

Source: Google Image

CHAPTER | 7

ORGANIZATION CULTURE & CHANGE

PART 1

ORGANIZATION CULTURE

Definition of Culture:

Organizational Culture is defined as a system of shared meaning held by members that distinguishes the organization from other organization. It is a set of assumptions, beliefs, values, and norms shared by everyone in an organization.

Source: Google Image.

Shared values strongly influence the people in the organization and dictate how they dress, act, and perform their jobs.

THE FUNCTIONS OF CULTURE

1

Source: Google Image

To provide shared values and assumptions; culture may enhance goodwill and mutual trust, encouraging **cooperation**.

2

Source: Google Image

Provided by three mechanisms; *market control mechanism,* which relies on price; second is *bureaucratic control mechanism,* which relies on formal authority. Lastly is the *clan control mechanism,* which relies on shared beliefs and values.

3

Source: Google Image

Strong cultures foster strong identification which, causes **commitment**.
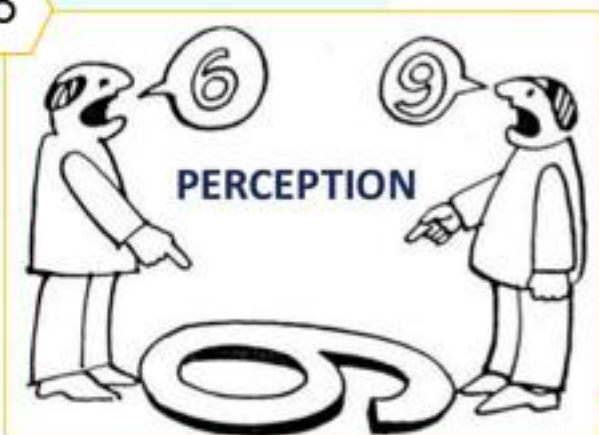
4

DECISION MAKING
??
ACCEPT   REJECT

Source: Google Image.

Shared beliefs give members a consistent set of basic assumptions, which may lead to a more efficient **decision-making** process due to fewer disagreements.

5

PERCEPTION

Source: Google Image

What an individual evaluates is based on what others convey through their own observations.

6

COMMUNICATION

Source: Google Image

Culture can reduce communication problems in two ways; no need to communicate if agree and discuss together to reach a consensus.

How To Sustain Organization Culture?

I Selection Process

Source: Google Image.

The explicit goal of the selection process is to identify and hire individuals who have the knowledge, skills, and abilities to perform a jobs within the organization successfully. Typically, more than one candidate will be identified who meets any given job's requirements. When that point is reached, it would be naïve to ignore the fact that the final decision as to who is hired will be significantly influenced by the decision-maker's judgement of how well the candidates will fit into the organization. This attempt to ensure a proper match, whether purposely or inadvertently, results in hiring people who have values essentially consistent with those of the organization.

2

Socialization Process

Source: Google Image

Socialization can be conceptualized as a process made up of three stages: pre-arrival, encounter, and metamorphosis. The first stage encompasses all the learning that occurs before a new member joins the organization. In the second stage, the new employee sees what the organization is like and confronts the possibility that expectations and reality may diverge. Finally, in the third stage, the relatively long-lasting changes take place.

3

TOP MANAGEMENT ACTION

Source: Google Image.

The actions of top management also have a major impact on the organization's culture. Through what they say and how they behave, senior executives establish norms that filter down through the organization as to whether risk-taking is desirable; how much freedom managers should give their employees; what is appropriate dress is; what actions will pay off in terms of pay raises, promotions, and other rewards, and the like.

Methods to Transmit Organizational Culture to Employees

1. **Stories**: Organization story regarding the challenges they had faced and how they dealt with those hurdles. This will be able to promote values that unify employees from diverse organizational units.

2. **Rituals**: Is a set of actions that are repeated in specific circumstances with a specific meaning, relatively dramatic, planned, set of recurring activities used at special times to influence the behavior and understanding of organizational members.

3. **Materials symbols:** Awards or incentives that symbolize the preferred behavior. Many symbols around the organization, from pictures of products on the walls to the words and handshakes are used in greeting members.

4. **Language:** Includes certain words, phrases and speeches used during communication with others. This is a way employees communicate with customers, will display the organizational culture.

Source: Google Image

PART 2
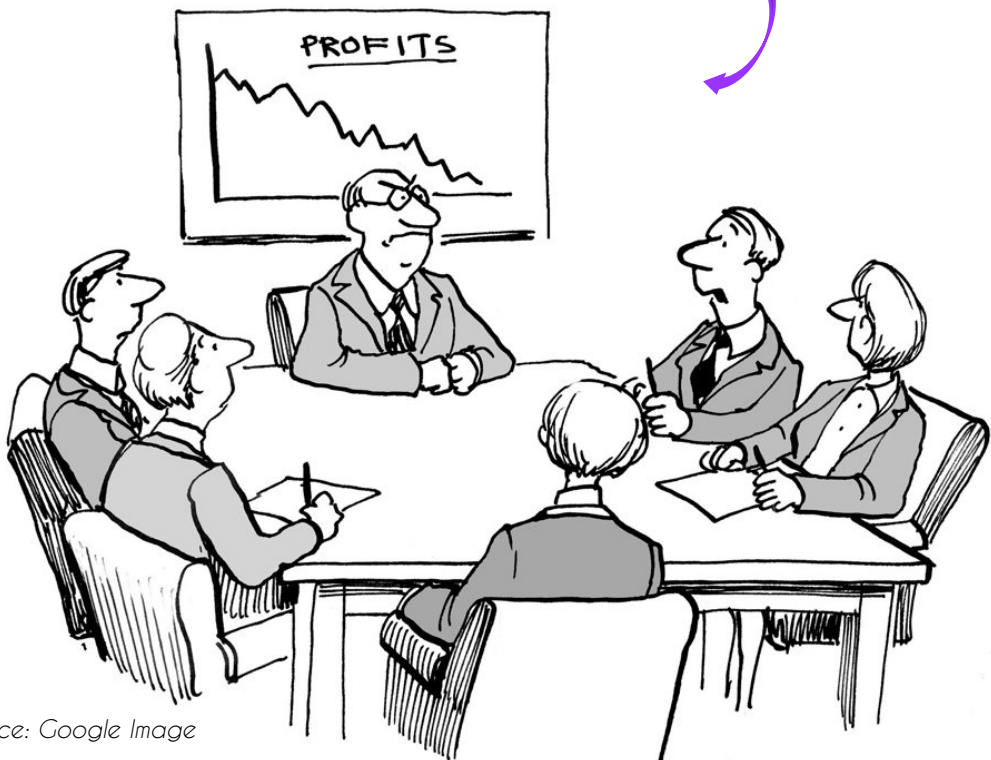
ORGANIZATION CHANGE

Definition of Change:

The term change refers to any alteration which occurs work environment of an organization.

Source: Google Image

Management must carefully decide the changes that may apply in their organization.

Forces of Change

Technology change jobs and organizations. For instance, computers are now commonplace in almost every organization; and smartphones, and hand handle PDA's are indispensable by a large segment of the population.

Source: Google Image

Economic Shocks that make the stock market decline from 2000 to 2002 eroded approximately 40 percent of the average employees' retirement account, forcing many employees to postpone their anticipated retirement date.

Source: Google Image

Competition in the global economy makes it necessary for established organizations to defend themselves against traditional competitors who develop new products and services and small, entrepreneurial firms with innovative offerings.
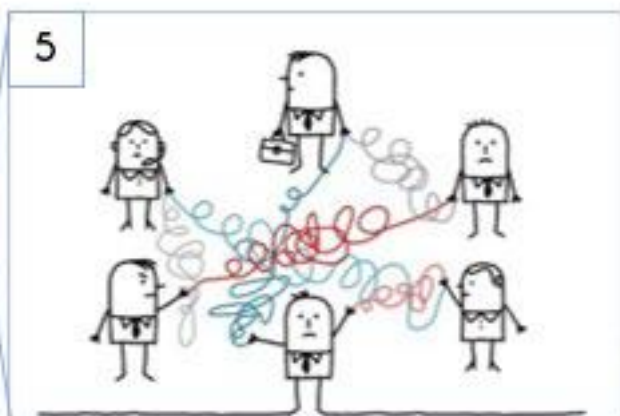

Source: Google Image

Nature of The Workforce: Human resource policies and practices must change to reflect the needs of an ageing labor force. Many companies have to spend large amounts of money on training to upgrade the reading, math, computer, and other employees' skills.

Source: Google Image

Change in Managerial Personnel will be a number of things that will normally change. For example, the target that the organization wants to achieve. Even changes in the placement of employees can also occur.
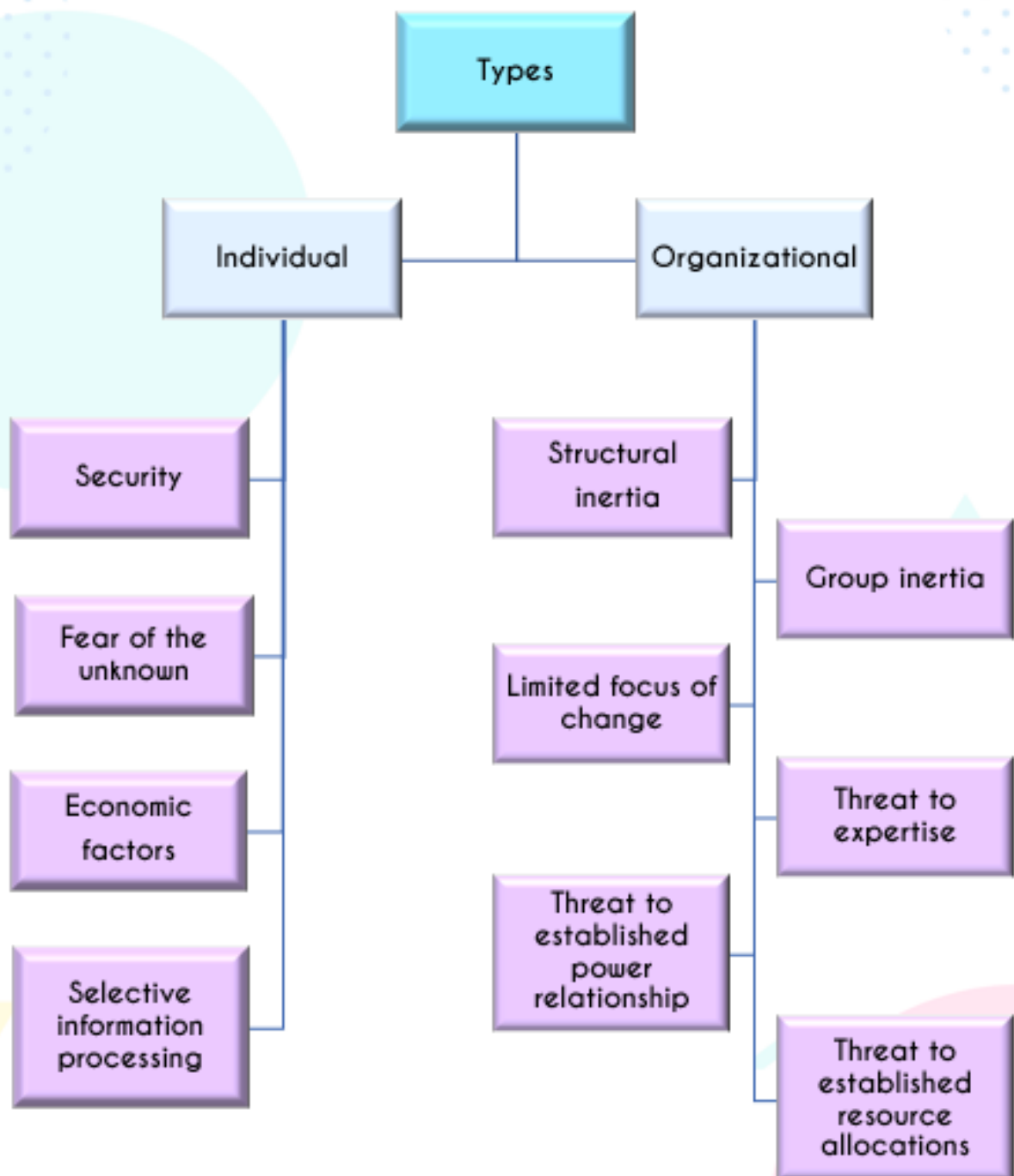

Source: Google Image

World Politics: The subsequent war on terrorism have led to changes in business practices related to the creation of backup systems, employee security, employee stereotyping and profiling, and post-terrorist-attack-anxiety.

Source: Google Image.

The Sources of Resistance to Change

Individual Sources

```
                    Types

        Individual          Organizational

     Security            Structural
                          inertia
                                          Group inertia
     Fear of the
     unknown
                          Limited focus of
                          change
     Economic                             Threat to
     factors                              expertise

                          Threat to
     Selective            established
     information          power
     processing           relationship
                                          Threat to
                                          established
                                          resource
                                          allocations
```

Tactics to Overcome Resistance to Change

1	Education & Communication	· Show those affected the logic behind the change.
2	Participation	· Participation in the decision process lessens resistance.
3	Building Support & Commitment	· Counselling, therapy, or new skills training.
4	Implementing Change Fairly	· Be consistent and procedurally fair.
5	Manipulation & Co-optation	· Spinning the message to gain.
6	Selecting People Who Accept Change	· Hire people who enjoy the change in the first place.
7	Coercion	· Direct threats and force.

How to Manage Organizational Change?

Source: Google Image

In order to have success in organizational change, are four methods that can be used; **Lewin's Three-Step Model, Kotter's 8-Step Plan, Action Research and Organizational Development**.

1. **Lewin's Three-Step Model**: Kurt Lewin argued that successful change in organizations should follow three steps: Unfreezing the status quo, movement to a new state, and refreezing the new change to make it permanent.


i. **Unfreezing**: Determine what needs to change, then ensure there is strong leadership support and create the need for change.

ii. **Change:** Communicate often, dispel rumors, empower actions, and involve people in the process.

iii. **Refreezing:** Anchor the changes into the culture, develop ways to sustain the change, provide support and training, and celebrate success.

2. **Kotter's Eight-Step Plan:** John Kotter built on Lewin's three-step model to create a more detailed approach for implementing change. Kotter began by listing common mistakes managers make when trying to initiate change. He then established eight sequential steps to overcome these problems.

01 Create	02 Build
Establish a feeling of urgency of hurriedness towards change.	Formulate a guiding coalition
03 Form	04 Enlist
Develop a strategy to bring about change.	Communicate or put forth the vision or strategy for change
05 Enable	06 Generate
Empower employees for taking action to incorporate changes	Formulate and generate short-term goals
07 Sustain	08 Institute
Capitalize of wins or gains in order to produce bigger results	Incorporate new and better changes in workplace culture

Source: Google Image

3. **Action Research:** Action research refers to a change process based on the systematic collection of data and the selection of a change action based on what the analyzed data indicate. The process consists of five steps: *diagnosis, analysis, feedback, action, and evaluation.*

Problem-focused

Action Research

Resistance to change is reduced
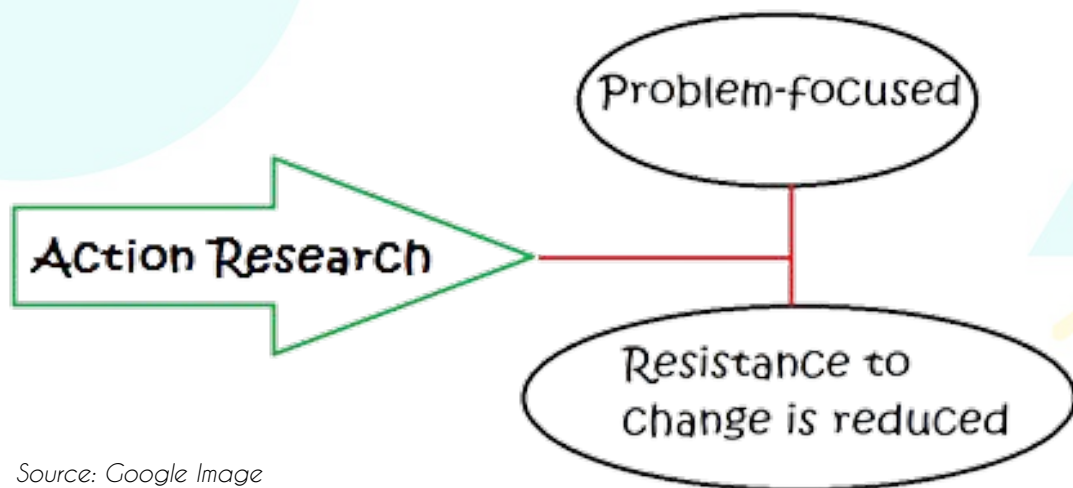
Source: Google Image

How to Manage Organizational Change?

4. **Organizational Development (OD)** is a term used to encompass a collection of planned-change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being. The organizational development paradigm values human and organizational growth, collaborative and participative processes, and a spirit of inquiry.

Sensitivity Training

Survey Feedback

Appreciative Inquiry

Organizational Development (OD)

Process Consultation

Intergroup Development

Team Building

Organizational Development techniques or interventions that change agents might consider using:

Self-Assessment

1. What is *culture and organizational change?*

2. Why is culture needed in an organization?

3. In order to ensure culture is sustain in organization, what are the methods that management may implement towards employees?

4. Why are changes needed in an organization?

5. How many tactics do we have to overcome resistance to change?

When you're in a small boat, you can see who's paddling hard and who's looking around.

EV WILLIAMS
Co-Founder of Medium & Co-founder of Twitter

Source: Google Image

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ANSWERS

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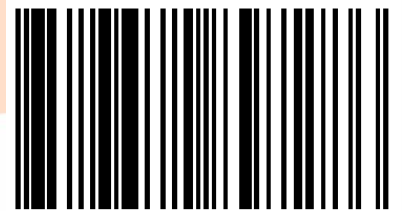3. Refer page 34
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