

ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES DYNAMICS

**Dr. Muralidhar Sunil
Pramoda Hegde**



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CHAPTER 1

ORGANIZATIONAL BEHAVIOUR: FUNDAMENTAL CONCEPTS AND PRINCIPLES

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ABSTRACT:

Organizational behavior is a field of study that explores the behavior of individuals, groups, and structures within an organization and how they impact organizational effectiveness. This chapter provides an overview of the basic concepts of organizational behavior, including individual behavior, group dynamics, and organizational structure. It highlights the importance of understanding these concepts for effective management and offers insights into the key factors that influence behavior within an organization. By examining these fundamental principles, organizations can create a positive work environment, enhance employee productivity, and achieve their overall goals.

KEYWORDS:

Attitudes, Change Management, Conflict Resolution, Decision-Making, Diversity, Employee Engagement.

INTRODUCTION

Each individual has a unique, s-type personality. As a consequence, each person is unique based on their unique physical, psychological, and social characteristics. Three factors should be taken into account while analyzing human behavior: Behavior is caused by there is a cause-and-effect relationship between what a person does or their behavior. It indicates that there is a reason behind every action a person does. Thus, an organization's management should determine the cause. Even if OB accepts that behavior is caused, it could be quite difficult to understand why individuals act in certain ways [1], [2]. People's worth is given priority. According to this, one should be treated with respect and decency. It's important to take values and attitudes into consideration. Men at work should be considered from a holistic standpoint [3], [4].

The notion holds that a person who works for an organization cannot totally separate their personal lives from their job. Although a person's skill and intelligence are used by an organization, it is true that a person's personal and professional life cannot be separated [5], [6]. A person's role is the expected conduct they exhibit in activities involving other people. Each individual plays a variety of roles during their lifetime. Thus, he must be completely aware of his role and act accordingly [7], [8]. Individual conduct may be good whereas group behavior may not, which is the difference between the two. While group conduct may be wonderful, individual behavior may be bad. It is important to study human behavior from both an individual and a group viewpoint since individual behavior might vary from group behavior [9], [10].

Disciplines That Contribute to Organizational Behavior

1. The study of social interactions is known as sociology. The discipline of sociology has considerably aided the study of social groups, including group dynamics, group formation, communication, formal and informal organizations.
2. To learn more about people and their habits, this field of study examines civilizations. It helps us better understand people's attitudes, beliefs, and actions across a range of social groupings and organizations.
3. The production, exchange, and consumption of goods and services, as well as human beings' material well-being, are the subjects of economics.
4. History is the study of human progress and origins. It helps our comprehension of the history and behavior of people.
5. Political science: It helps us comprehend the current political and legal landscape as well as the necessity of researching how people behave under such conditions.

Organizational Behavior Models

In management, emphasis is placed on studying the five organizational behavior models.

1. The Autocratic Model.
2. The Custodial Model.
3. The Supportive Model
4. The academic model of the system

Autocratic Behavior

During the industrial revolution of the 1800s and 1900s, this paradigm which has historical roots became more prevalent. It gives owners and managers the power to order employees about and make all choices in the end. The strategy contends that managers should do all the thinking while encouraging and training employees to work. This is a general dictatorial command: You do this or else. The whole process is institutionalized with management, and those in positions of authority have the capacity to give orders to the general public. Newstrom claims that the psychological result of the workers is dependence on their boss, whose power to hire, fire, and perspire is almost absolute. Employers perform at a basic level and are paid less because of this, but they also do so reluctantly since they must support their own needs and the needs of their families. There are certain exceptions, however, and many employees do perform above average because they either have low performance expectations, have a close bond with their company, or have been assured of a significant reward. According to McGregor's theory of the X assumption, managers must monitor workers' efforts in order to achieve desired results since employers refuse to take accountability. The Likert system, which sometimes uses coercion, force, fear, or threats to inspire employees, may also be tied to this approach.

Temporary Model

Managers are now beginning to realize how important social and financial security for employees is. Although they are silent, employees in authoritarian systems have a lot to say. Nevertheless, their failure to communicate leads to annoyance, insecurity, and antagonistic behavior towards their supervisor. Managers have learned this as they have begun to look at the needs of their staff. Because they are unable to articulate their feelings, they would lash out at their family members and neighbors. This damages community relationships as a whole and often results in mediocre

output. In his example, Newstrom utilized a plant that processed wood, where the employees were treated brutally and inhumanely. Employees showed their animosity by destroying the fine veneer sheets and undermining the supervisor's authority since they were unable to reply soon away.

A successful custodial strategy necessitates providing financial security, something that many organizations currently achieve by paying well, supplying health benefits, providing corporate cars, providing company vehicles, offering financial packages, and providing other types of incentives. These rewards increase employee satisfaction levels and help firms stand out from the competition. In addition, employers try to retain employees, reduce overtime, freeze hiring, encourage job transfers and relocations, offer incentives for early retirement, and reduce subcontracting to adjust to slowdowns, especially in the information technology in order to avoid layoffs. The custodial method now encourages workers to show their dependence on and loyalty to the company rather of the boss, managers, or supervisors. It is not necessary that the employees in this environment will be strongly motivated to provide the performance, despite the fact that they are more psychologically pressured and focused on their rewards. The research show that even while it has been the best method to make employees happy, it hasn't resulted in employees who are productive, thus the question of what should be a better method still remains. Overall, however, this stage had been a launching pad for the idea and development of the next.

Conforming Model

In comparison to the two techniques above, the supporting model gives greater attention to motivated and aspirational leaders. The development of the manager-employee connection and how employees are treated on a daily basis are the sole methods of motivating staff members under this strategy, coupled with any incentives or reward systems, leaving no area for control or authoritarian power. It claims that employees are self-motivated and capable of providing value outside of their usual duties or responsibilities, in contrast to the autocratic approach. But how can employees develop their own motivation? This might be accomplished by creating a welcoming workplace where staff members are encouraged to express their opinions and where there is some degree of buy-in on the organizational behavior setup and the direction it is going in.

One of the cornerstones of the supporting model is research done at the Hawthorne Plant of Electric in the 1920s and 1930s. The study's authors, Elton Mayo and F.J. Roethlisberger, aimed to comprehend human behavior at work by using and concentrating sharply on the sociological and psychological perspective in the context of an industrial environment. They came to the conclusion that every business is a social structure and that its employees are an essential component. They learned that the worker is not a tool that can be used in any way. rather, it has its own personality and conduct that must be understood. They said that if you want to encourage workers to engage and show support for one another, understanding group dynamics and using supportive supervision are crucial.

Businesses that practice successful leadership provide an atmosphere where people may develop, form their own ideas, and take initiative. They would accept responsibility and put out effort to become better people. Instead, then only giving employees benefits, as is the case with a custodial approach, managers place more emphasis on motivating employees to achieve. Growing in popularity is the supporting model, particularly in industrialized nations where employee expectations differ. This is so that it can accommodate many of the employees' modern demands. This tactic is less successful in developing nations because the social and economic requirements of the working class vary. In other words, according to the supporting model, resources are not

what keep employees happy. rather, they are a part of the organization that have been put to use and encourage a feeling of belonging in others.

Model for Academics

According to this strategy, an organization's structure is made to make every employee a colleague who must work as a team rather than a superior or subordinate. Each employee must participate and work together to achieve the target pace. Nobody worries about their status or reputation. Instead of focusing on his own personal growth, the manager's role in this scenario is comparable to that of a coach, whose responsibility it is to motivate the team and foster a positive work atmosphere. The squad must adopt new tactics, do research and development, and make use of cutting-edge technology if it is to perform better. The Supportive Model is further expanded upon in the Collegial Model. The success of the collegial model depends on the management's ability to foster a spirit of collaboration among the employees.

As a consequence, the employees feel wanted and respected. They also think that managers are more than just bosses and that they are just as important to the team. Since these terms alienate managers from their workforce, they are no longer employed in many companies in order to support the collegial approach. While others have abandoned the custom of providing CEOs their own place. The common parking lot is now more accessible to all employees, making it more pleasant and easy for them. Although the management emphasizes the success of the team, each individual is responsible for their own work and for collaborating with one another. They are more disciplined and uphold the standards set by the team. When their efforts are respected and appreciated, employees are happy at work.

The System Model

The most recent paradigm to develop during the corporate period is the system model. In order to obtain a higher level of meaning at work, this paradigm was created as a consequence of intensive research. These days' employees want more from their employers than simply a wage and job stability. they also anticipate that their time will be well spent. They also need employment that promotes a feeling of camaraderie among employees and is morally upright, courteous, integrated with trust, and honesty. In the system model, managers are required to do a lot more duties than just making sure that their employees complete their assignments. The managers need to show their emotional side, pay more attention to the needs of the diverse workforce, and show more compassion and love for their employees. They must concentrate on encouraging sentiments of optimism, hope, trustworthiness, boldness, and self-determination in order to create a positive workplace culture where employees feel more at ease and work as if they are working for their family. In the end, this helps the company succeed by fostering the long-term commitment and loyalty of the employees.

The two main concepts of social intelligence and authenticity and openness are also promoted by managers. By making workers feel important to the project and the firm, managers want to increase staff productivity and efficiency. As a result, workers feel more psychologically and emotionally a part of the business and take ownership of their actions. Employees are more motivated, inspired, and important than ever before because they feel that their actions and ideas will have an impact on the business beyond simply their individual successes. The models were created by taking into account the changing employee needs as they applied to each model, which provided as a springboard for the most advantageous and effective models. No model is flawless, and because

social circumstances, scientific developments, and shifts in perception throughout time have all had an influence on how people behave, it is wrong to think that any one of the models has always been the best model. Any of the models stated above may be modified, applied, and extended in a number of different ways. As our collective understanding of human behavior increased, a new social condition and its creation of a new model emerged.

DISCUSSION

Theoretical Frameworks of Organizational Behavior

OB is the study of concealed conduct. In order to explain human behavior and give a framework for understanding, projecting, and regulating human behavior in companies, theories and conceptions about thinking and employing concepts have been developed. There are three conceptual frameworks. Behavioral Framework e, Behavioristic Framework and Framework for Social-Cognition.

The Behavioral Model

The cognitive approach emphasizes the goodness and freewill aspects of human behavior by using words like anticipation, demand, and purpose. The simplest definition of cognition is the act of knowing something. Cognitions are what a person uses to think, perceive, solve problems, and process information, and they occur before actions in a cognitive framework. You may use Edward Tolman's work as an illustration of cognitive theory. According to Tolman, learning is the anticipation that an event will have a certain outcome. This cognitive concept of anticipation implies that an organism is thinking about, being attentive of, or conscious of the reason behind and result of an activity it demonstrates. It shows that a person has a purpose in mind and is aware of the steps required to turn that goal into a reality. When it comes to examining factors like perception, personality and attitudes, motivation, behavioral decision-making, and goal-setting, the cognitive approach predominates in the research of organizational behavior.

Behavioral Framework

Early behaviorists Jon B. Watson and Ivan Pavlov stressed the need of concentrating on observable behaviors rather than the elusive mind. They suggested that considering behavior in terms of stimulus and response is the most effective approach to do so. They examined the impact of stimuli on learning and came to the conclusion that learning occurred when the S-R connection was established. The current behaviorism hypothesis, which has its roots in B.F. Skinner, contends that a person's environment affects how they react to stimuli. The behavioristic approach is based on elements in the environment and observable behavior, and this must be kept in mind.

Social Cognitive Framework

The social learning hypothesis states that in order to explain behavior, environmental, cognitive, and behavioral effects on behavior interact continually and reciprocally. In order to determine behavior, the environment and the person must operate together rather than independently of one another. It implies that although environmental and cognitive elements are significant, experiences resulting from previous activity also have an influence on a person's identity and capabilities, which in turn affects subsequent behavior. An individual's knowledge or cognition develops as a result of experiencing the consequences of previous behavior. Bandura developed social learning theory into the more comprehensive social cognitive theory. Stajkovic and Luthans have included

this SCT into their theoretical analysis of organizational behavior. Social cognitive theory considers self-regulating cognitive processes in addition to the relevance of behaviorism's contingent environmental effects. While the social component recognizes the social underpinnings of most of human cognition and behavior, the cognitive component emphasizes the enormous effect that mental processes have on human motivation, attitudes, and behavior. According to the social cognitive theoretical paradigm, individuals who participate in organizations are both the products and producers of their personalities, environments, and behaviors. Every participant builds their own habitat, and every person is a byproduct of that environment. Through conduct, each person also shapes their immediate surroundings, which affects both their own and other people's personalities.

Personalized Conduct

Perception is the process through which our surroundings are given meaning. It may be referred to as a process that involves seeing, accepting, selecting, compiling, interpreting, and giving the surroundings meaning. Perception is the method a person uses to choose, organize, and interpret input to create a meaningful picture. Perception is the process through which humans organize and interpret their sensory experiences to give their environment meaning. Understanding perception is essential for understanding human behavior since every person has a distinct view of the world and way of approaching problems. It's possible that not everything we see or feel is precisely as it is in reality. We buy things not because we think they are the best, but because we think they are the best.

1. By seeing how people now perceive things, we may predict how they will behave in the future if people behave according to how they view the world. The facts may be interpreted differently by different viewers depending on who is looking at them.
2. Because needs affect people's perception, it is feasible to distinguish between various people's requirements by using perception.
3. The manager's viewpoint is essential if they want to avoid errors while communicating with employees and handling workplace situations. The complexity of this problem is increased by the fact that different people have different viewpoints on the same situation. To effectively communicate with their staff, managers must accurately understand their viewpoints.
4. Perception is important because it alters the reality and produces subjective results that are influenced by earlier experiences.
5. Perception has a role in determining the many personalities that individuals assume, including the clown, the hypocrite, the self-righteous, the victim, etc.
6. If we want to get along with people, we must make an effort to grasp their perspectives or momentarily put ourselves in their shoes. If we put ourselves in their shoes, we will have a new perspective on things, better comprehend the other, and be able to love and support the other.

Perceptual Approach

The stages in the process of perception include receiving, selecting, organizing, interpreting, confirming, and reacting to inputs. The stimuli serve as the inputs, the through puts are the choices, arrangements, and interpretations of the input, and the output is the ultimate action or activity. A description of the whole perceptual process is provided below: They are explained one at a time.

1. Receiving Stimuli: The first phase in the perception process is the realization of stimuli. The five organs are used to process the stimuli, which originate from various sources. It is a physiological aspect of how perception works. There is a chance for both internal and external stimulation.

2. Selecting Stimuli: Some stimuli are selected after receiving data or a stimulus. Others are taken away. Both internal and external effects may be used to impact the choice of inputs for processing. Stimuli are influenced by both internal and external factors, including the perceiver's age, education level, and interests, as well as exterior factors like the stimuli's intensity, size, movement, repetition, etc. He typically chooses the things that appeal to him and steers clear of the ones that don't. An alternative term for this is selective perception.

3. Stimuli structure: Putting several bits of information together to create a cohesive whole is the process of organization. One of three structures is used to arrange the selected data, or inputs. These include grouping, closure, and simplicity.

Organizing via grouping involves the perceiver arranging the various stimuli in terms of how similar or near they are to one another. For instance, depending on proximity, it is possible to compare all personnel coming from the same place. When provided incomplete information, people often fill in the gaps on their own to give the information meaning. This choice may be driven by intuition, historical data, or previous knowledge. For instance, many advertising use broken lines to represent the shape of the appropriate alphabets when writing them with electric lighting. People often attempt to make sense of these circumstances by filling in the crevices between different bulbs. People assess how the stimuli are grouped and perceive their main characteristics. He assesses a situation that acts as a stimulus, and the perceiver condenses the information.

CONCLUSION

In conclusion, Understanding the principles of organizational behavior is crucial for understanding and managing behavior inside a company. An individual's conduct, which is impacted by their personality, perception, motivation, and attitudes, determines their performance and level of job satisfaction. Group dynamics that affect collaboration and decision-making include teamwork, leadership, and communication. An organization's structure, which consists of both official and informal methods, has an impact on how it functions as a whole. By comprehending and putting these concepts to use, organizations may foster a positive workplace culture, promote employee engagement, and increase organizational success. Managers and leaders need to have a solid understanding of organizational behavior in order to effectively motivate and guide their employees. By taking into consideration the distinct qualities and requirements of their employees, they may tailor their management tactics and create an environment that promotes employee happiness and well-being.

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CHAPTER 2

SELECTION OF STIMULI: INFLUENCING PERCEPTION AND RESPONSE

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ABSTRACT:

The selection of stimuli plays a crucial role in various fields, including psychology, neuroscience, marketing, and human-computer interaction. This process involves choosing specific sensory inputs to present to individuals or subjects in order to elicit desired responses or behaviors. The selection of stimuli is guided by several factors, such as the research objectives, target audience, context, and desired outcomes. This chapter provides an overview of the importance of stimulus selection and highlights its implications in different domains. It also explores some of the key considerations involved in the process and emphasizes the need for careful and informed decision-making to achieve desired results.

KEYWORDS:

Attention, Bottom-Up Processing, Distraction, Filtering, Inhibition, Perceptual Load.

INTRODUCTION

There are an endless number of stimuli in our environment that we may choose to pay attention to, but our brains are not equipped to do so. The attended stimulus may be any one of the many different forms of stimuli that are present in our surroundings, including sounds, smells, feelings, and other sorts of sensations. The initial stage of perception is selection, during which we concentrate our attention on a particular sensory input. We pick stimuli that grab our attention while we are selecting. We pay attention to those who catch our attention visually. Although we get information via all five of our senses, our brains are unable to fully analyze and make sense of the vast amount of data that are present in our perceptual area. Accordingly, when information enters via our senses, a number of variables affect what really happens throughout the perception process [1], [2].

Arrangement of Stimuli

When we decide to focus on a stimulus in the environment, our decision triggers a chain of events in our brain. Our sensory receptors activate to begin this neurological process. The second step in the perceptual process is organizing, in which we classify and organize the information we observe using ingrained and learned cognitive patterns [3], [4].

Interpretation

After attending to a stimulus, our brains gather and organize the information, and then we interpret it using knowledge we already have about the environment. Simply said, interpretation is the process of taking information we have gathered and perceived and categorizing it. We may better

comprehend and respond to the environment around us by classifying various inputs [5], [6]. The perception process is completed by the behavior that is brought about as a consequence of the interpretation of the information gathered by the sensory organs.

Distortion of Perception

False comprehension or improper interpretation of a perceptual event are examples of perceptual distortions. When a person's reactions to stimuli differ from how it is typically viewed, this is referred to as a perceptual distortion [7], [8]. The term perceptual distortion refers to both sensory and

1. Personality: A perceiver's personality has a big impact on how they see other people. Personality affects perception for two reasons. The perceiver first attempts to project his own traits onto other people, a process called as projection. The second step in the process of self-fulfillment is when the perceiver strives to match his attitude, beliefs, and expectations to reality [9], [10].

2. Mental Set: Mental set is the propensity to respond to a circumstance in a certain manner. In an office atmosphere, individuals have a propensity to form their perceptions of others based on this conceptual framework, which may lead to errors in judgment. For instance, imagine that you are a competitor in a track meet and that you are setting up in your starting blocks as the preliminary command, get ready, get set, is heard. When the instruction, Go, is heard, you immediately take off since you are already set and ready to this command.

3. Attribution: Through our perception of our causation, we use attribution to make sense of our surroundings. Simply put, attribution is the process of giving reasons or explanations for the behaviors and occurrences we see. Typically, internal and external causality are used to characterize causation. For instance, we could attribute a certain person's success or promotion to his or her better knowledge and talents or to luck, friends in high places, or happenstance.

4. Inner Needs: People with varied needs respond differently to stimuli, and the need is a sensation of tension or pain when one believes he is lacking something. Freud said that the Id uses wishful thinking as a method of attempting to relieve stress.

5. Response: Disposition is the propensity for a person to focus on familiar stimuli rather than new ones.

6. Response Salience: This is a group of behaviors that are governed by a person's cognitive preferences rather than how acquainted they are with the stimulus conditions. As a result, a certain issue may be seen as a marketing issue by marketing professionals, a control issue by accounting employees, and a personnel issue by personnel.

7. Perceptual Defense: This is the process of identifying things that could lead to conflict or a sense of danger in others. denying the presence or significance of contradictory data.

An attitude is an appraisal of an item that is conveyed with a certain degree of intensity and may be either positive, negative, or mixed. It is a way to convey whether you think anything about a person, location, object, or event is good or negative. A complex arrangement of evaluative thoughts, emotions, and propensities for certain behaviors makes up attitudes. Our conduct toward something is influenced by how much we like or despise it. Stephen P. Robbins asserts that attitude is manner, disposition, feeling, and position with regard to a person or thing, tendency, or orientation especially in the mind. According to Frank Freeman, An attitude is a dispositional

readiness to respond to certain institutions, persons, or objects in a consistent manner which has been learned and has become one's typical mode of response.

Developing Attitudes

Attitudes do not run in families. People pick them up and learn them through the surroundings in which they interact. The sources of attitude information may be generally divided into two categories:

1. Personal Experience: One forms attitudes based on prior experiences, therefore direct encounter with an item or person is a key factor in attitude development. For instance, some of you could like HR, some would prefer finance, and a few might prefer marketing. This attitude is developed via study of the topic and gaining a basic understanding of it. Direct experience gives rise to attitudes that are strong, resilient, and difficult to modify.

2. Social Learning: Social learning is the process of acquiring attitudes through family, peers, groups, religious institutions, and cultures. In social learning, a person indirectly picks up attitudes from his surroundings. Peers may also influence one's attitude. Early social learning occurs when children pick up attitudes from their parents, peers, teachers, and other authority figures. People learn a lot about their views just by imitating the role models they respect and appreciate. The observer hears too much. Their models witness them demonstrating their behavior or expressing their opinions, which causes them to align with their models.

DISCUSSION

Type of Attitudes

Although a person might have many different attitudes, OB concentrates on attitudes that are relevant to the workplace. Three sorts of attitudes toward work exist:

1. Contentment at work.
2. Job participation.
3. Organizational dedication employment satisfaction is defined as a person's enjoyment of or good emotional response to his or her employment. Job satisfaction is correlated with five distinct aspects of the job, including compensation, the actual work, prospects for advancement, opportunities for supervision and coworkers, and a favorable attitude about the job.

Job Involvement: This refers to how deeply a person invests time and energy into their work. Organizational commitment is the way in which people see their workplace. It gauges how eager workers are to work for a company in the future.

Analysis of Attitude:

The assigning of numbers to things or occurrences is considered measurement in its widest definition. The 12 techniques are divided into four categories: -

1. Self-reporting.
2. indirect tests.
3. The direct observation method.
4. Methods of psychological reaction.

Self-Report: Using surveys on how they feel about their jobs and related topics, this strategy often produces responses from employees. Surveys of attitudes were conducted for this study. Employees are asked to respond to a series of statements or questions in attitude surveys. Each response is given an absolute. The specified scaling terms are designed to get the data that managers truly need.

Tests that are administered indirectly: These tests cannot be disclosed to the personnel directly. However, the exam will be changed, and workers' performance will be assessed without considering his conscience. It is also possible to administer an indirect exam in which the employee responds to inquiries that, while they may seem to be straightforward, when assessed will reveal his attitude.

Direct Observation Technique: This straightforward method involves observing the employee as he works and learning about his attitude.

Techniques for Psychological Reaction: Employees' attitudes regarding their jobs and the workplace will be evaluated as well as their psychological reactions to those things.

Fill in the knowledge void: Filling out the necessary information may help a person modify their negative views. Using fear: Only fear at a level that is between low and high may cause issues in terms of the employee changing his attitude. Resolving discrepancies: Since people vary in their attitudes and behaviors, it is possible to modify a negative attitude by properly resolving a discrepancy.

Personality Predictors

The creation and growth of human personality are greatly influenced by the next five personality traits.

1. Biological Elements.
2. Social Elements.
3. Cultural Aspects.
4. Physical Setting.
5. Contextual elements.

Personality-Influencing Biological Factors

The development of a person's personality is greatly influenced by biological variables. Inheriting various characteristics and qualities from their parents, children are born into families. Parents give their children physical and psychological traits that form a part of their identities. Courage, cowardice, intellect, infirmity, and other characteristics may be inherited.

Social Aspects of Personality

Social elements of personality are responsible for forming a person's personality, and when a person interacts with other people in their group and engages in give-and-take relationships, that interaction impacts the person's personality. An individual's personality is impacted by others. Whether this effect is positive or negative depends on the associations that person maintains. Every member of a society has a unique position and rank.

Cultural Aspects of Character

Culture, both material and non-material, has an impact on a person's personality. A person who is a part of their culture either deliberately or subconsciously acquires the qualities and behaves in that way. An individual's actions and personality are determined by the culture of any given community, and they are expected to behave in accordance with that culture. Following a culture's social standards helps in the development of a decent personality, but failing to adhere to them leads to the development of an aberrant or negative personality. As a result, an individual adapts to and develops their personality within the society in which they seek fulfillment.

Physical Setting

An individual's physical surroundings affects their personality as well. The terrain, river, mountains, hills, woods, plain region, atmosphere, etc., all have an impact on a person's personality, determining whether it is strong or weak. The physical environment to which a person belongs determines all of the feelings, emotions, ideas, attitudes, habits, and behavior as well as the physical makeup of the individual. For instance, rural and urban populations vary in terms of body type, physical appearance, skin tone, and health. These individuals grow up in various environments, which causes them to have a diversity of personalities. In contrast to rural people who lack these amenities, those who live in cities have access to facilities and contemporary ways of life that help individuals develop sensitive bodies and minds.

Situational Personality Factors

The development of a person's personality is also entirely influenced by situational conditions. Situational personality traits change depending on the social circumstances. Every individual encounter a variety of circumstances during their lives that allow them to alter their conduct. For instance, a teacher could be severe and uncompromising with pupils but not necessarily with his or her own family. An officer may act differently among subordinates than they would with friends. Personality is not the outcome of a single component. rather, each factor contributes equally to its construction. When a person interacts with their surroundings, culture, society, parents, friends, and random people, their behavior and personality come into play.

Theory of Psychoanalysis

This hypothesis was developed by Sigmund Freud and his collaborators. This idea was created using clinical methods. This notion was developed by research into patient behavior. This viewpoint contends that human motivation comes from outside factors rather than from conscious, logical reasoning. According to Freud, a person's personality is shaped by the ongoing interaction of their Id, Ego, and Super Ego.

Sociopathic Psychology

Human personality is influenced by his social interactions. According to this concept, there are three interpersonal orientations that predominate in human behavior. Depending on which category an individual falls under:

Abrasive Individuals

driven by a desire for power. They want higher jobs and greater authority. They seek out difficult professions and want to advance to top positions. They rebel against society because they are not

a part of it. People who are detached from society are independent and less socially connected. They like being alone themselves. They don't rely on other people. They are removed from society. People who complain are more dependent on society. They like spending time with their loved ones. They seldom leave an organization. They don't have any desire for wealth, fame, or rank. They advance toward the community.

Theory of Traits

Some psychologists have made an effort to comprehend personality using an individual's qualities. This theory aims to comprehend the influence that a group of personality traits have on a person's behavior. According to this view, each person's personality is made up of distinct predisposition characteristics, or traits. An individual's personality is defined by their traits. It is possible to deduce characteristics from the assessment of behavioral markers. characteristics are generally, common but may vary in absolute amounts in individuals. Through the design of tests on diverse people, the author Catell produced a collection of qualities. These characteristics may be divided into source and surface characteristics. The surface features describe the characteristics in an individual based on his source trait, whereas the source traits define the fundamental attribute in an individual.

Influence of Personality on Organizational Behavior

Self-Esteem

The term self-esteem describes how one feels about themselves. The level of regard a person has for himself or herself is known as self-esteem. Each individual has a different level of tolerance for or opposition to others, hence this characteristic varies from person to person.

Self-Monitoring

Self-monitoring is a personality attribute that assesses a person's capacity to modify behavior in response to environmental stimuli. Locus of control: A person's locus of control is their perspective that events are either within their control or are decided by factors outside of their control. People who have an internal locus of control think they are in charge of their own destiny. People who have an external locus of control accept life as it is. They consider themselves to be puppets of destiny and think that their luck or fate is to blame for everything that occurs in their life.

Machiavellianism

Machiavellianism is the capacity to persuade others to act in one's favor. High Machiavellianism is a personality characteristic that describes someone who is so preoccupied with their own interests that they would employ deceit, manipulation, and exploitation of others to further their own ends.

Taking Risks

Depending on how ready a person is to take chances, different individuals have different propensities to take or avoid risks. This human characteristic will influence a manager's capacity for making decisions. This particular personality attribute will dictate how long a person will take to make a choice or how much information he will require before making one.

Introversion and Extroversion

These two phrases are often related to a person's friendliness and interpersonal behavior. Extroverts are outgoing and friendly, while introverts are reserved, quiet, and reticent. Extroverts and introverts have diverse professional preferences, and both need different organizational environments to thrive at their best. Extroverts are better suited for jobs that demand a lot of interpersonal connection, which is why they predominate in management roles.

Learning Theories

Clear understanding of learning is possible with the aid of certain ideas that describe human behavior. Among the fascinating ideas are

Theory of Classical Conditioning

When a conditioned stimulus is combined with an unconditioned stimulus, classical conditioning takes place. Typically, the unconditioned stimulus is a physically potent stimulus, such as the sound of a tuning fork, the conditioned stimulus is an impartial stimulation, such as salivation or perspiration, and the unconditioned reaction to the unconditioned stimulus is an unlearned reflex response. A person develops a conditioned response to the conditioned stimulus when it is offered alone after this coupling process is repeated. Although the conditioned reaction and the unconditioned response are mostly comparable, the conditioned response must be learned by experience and is almost ephemeral.

Operating-Systems Theory

Instrumental conditioning is another name for the notion of operant conditioning. According to this view, conduct is responsive to or regulated by its results throughout the learning process. Let's use a young kid as an example. A youngster could pick up skills like how to open a box to get candies out or how to stay away from a hot stove. The classical conditioning, in contrast, establishes a link between a stimulus and a behavior. The illustration may be expanded upon by stating that the youngster may learn to drool at the sight of sweets or shiver at the sight of a furious parent. These two types of learning were the focus of behavior analysis in the 20th century, and they continue to be fundamental to the study of animal learning today.

CONCLUSION

A key component of research, marketing, and user experience design is the use of stimulus. The exact goals, target audience characteristics, contextual circumstances, and intended results must all be carefully taken into account throughout this process. Researchers can successfully examine cognitive functions, emotional reactions, and behavioral patterns by selecting the right stimuli. Similar to this, marketers may influence customers' preferences and buying choices by offering alluring stimuli. Additionally, choosing stimuli that are consistent with user expectations and preferences might improve the overall user experience in the area of human-computer interaction. However, there are several difficulties in the stimulus selection process. Potential biases, such as sampling bias or response bias, that may affect the validity and generalizability of the results must be recognized by researchers and practitioners. Furthermore, in order to guarantee the wellbeing and inclusion of participants or users, it is essential to use stimuli that are morally upstanding and culturally sensitive.

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CHAPTER 3

COGNITIVE LEARNING THEORY: UNDERSTANDING MENTAL PROCESSES IN LEARNING

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ABSTRACT:

Cognitive learning theory is a prominent framework in psychology that focuses on how individuals acquire knowledge, process information, and develop cognitive skills. This theory emphasizes the role of mental processes, such as attention, perception, memory, and problem-solving, in learning and understanding. This chapter provides an overview of cognitive learning theory, highlighting its key concepts and implications in education, cognitive psychology, and instructional design. It explores the importance of cognitive factors in learning and discusses the practical applications of this theory in enhancing educational practices and optimizing instructional strategies.

KEYWORDS:

Active Learning, Assimilation, Attention, Chunking, Cognitive Processes, Concept Formation.

INTRODUCTION

A person's ideas, thoughts, knowledge, interpretation, and understanding of himself and his surroundings are all referred to as cognitive abilities. According to this view, learning is the result of purposeful thought on a situation or issue based on information already learned and an objective, more focused response. It assumes that a person learns the significance of numerous things and occurrences as well as how to react in accordance with the significance given to the stimulus. According to this hypothesis, the learner creates a cognitive framework in their memory that contains ordered data about the many events that take place [1], [2]. Learning influences a person's behavior in an organization, either directly or indirectly. By using the suggested advice, behavior may be improved. Lowering absenteeism by praising staff for good attendance. Enhancing employee discipline by the use of appropriate measures including oral reprimands, written warnings, and suspension to address unacceptable employee conduct such as drinking at work, stealing, and showing up late. Creating training materials more often can help them catch trainees' attention and give the necessary motivating elements, among other things [3], [4].

Group Dynamics

Motivation is the readiness to put up a significant amount of effort in support of organizational objectives, contingent upon that effort's capacity to meet the same personal requirements. Robbins, Stephen P. Need Not Satisfied Reduced stress as a result of fulfilled need and search behavior Unmet need produced friction that sparked an individual's motivation. These urges produce a behavior of searching for specific objectives and pursuing them. Achieving the objective will satisfy the demand and lessen the strain. The personnel must be compatible with the corporate objectives since they are crucial. Anything that prompts someone to behave in a desired way is

said to be motivating. Motivation is what drives people to work, and happiness is what comes as a consequence of that labor. It has a cause-and-effect structure [5], [6].

Methodology of Motivation

The example provided illustrates the process of motivation: a worker feels the desire or want to be promoted to a higher position. If this need is pressing, the worker will establish his objective and look for other ways to get there. They may have two options: hard work and improving qualifications while also working hard. He may choose option two and get promotion if he does so. As a result, his desire for advancement would be met, and he would then start again to meet a new need [7], [8].

Need for Maslow Theory of Hierarchy of Motivation

This notion holds that a person's motivations are dependent on their needs. Every person has five different types of requirements. From lower order requirements to higher order needs, the need arises in a hierarchical sequence [9], [10]. There are five degrees of necessity. Biological requirements
Needs for security

1. Social requirements.
2. Needs for self-esteem
3. Needs for self-actualization
4. Biological requirements.
5. Needs for security

After a person's physiological needs are met, his next level of security needs becomes apparent, i.e., he wants the certainty of sustaining an economic level, including work security as a source of income, retirement planning, risk insurance, etc. Man is a social creature who has social needs. He enjoys talking, being among others, and exchanging ideas and complaints. He seeks company, acceptance, and a sense of belonging. To satisfy this urge, he only needs the comfort of other individuals and society. It is believed that this need serves as the catalyst for motivation. These are essential for the continuation and survival of human existence. Take, for instance, the basic essentials of life: food, clothing, shelter, air, and water. Egoistic desires might have an inward or an outward direction. Self-confidence, independence, accomplishment, competence, knowledge, and success are examples of inwardly focused ego wants. A person must earn these necessities by intellect and diligence.

They want acceptance in the community in which they reside. On the other side, externally oriented ego demands are focused on status and respect and may be satisfied via positions of authority and control over the economic, social, and political power of a group or society. Needs for Self-Actualization: The last or top-priority model is the need for self-fulfillment or the urge to carry out what a person believes to be his or her life's purpose. A man's ambition for personal success develops if his other wants are met. He wants to accomplish something that will test him and need all of his effort to do. If satisfied, this urge brings him psychological pleasure. Maslow believed that these requirements had a clear order of dominance. First level demands must be met before second level needs take precedence, and this pattern holds until the final hierarchy. Maslow concludes that because man is a social animal, he constantly seeks something from the other, based on these five degrees of need. Since human desires are endless, they may be motivated at any time. He is able to be inspired properly.

DISCUSSION

Herzberg's Two Factor Theory of Motivation

Research on zoo engineers and accountants who worked for 11 different companies in the Pittsburgh region was done by Herzberg and his fellow guys. These guys were asked to think back on particular instances that either made them feel good or unhappy about their careers at the time. These results serve as a model from which the theory is derived. Herzberg's motivation theory is based on two different sorts of components, both of which have been specifically specified by Herzberg. The variables of corporate administration and policy, pay, supervision, working environment, interpersonal relationships, status, job security, and personal life are all considered hygiene considerations. Therefore, the work content is tied to the motivators or satisfiers. They include elements like success, acclaim, difficult work, progress, accountability, and professional development. We experience happiness in their presence.

Problems with Herzberg's Hypothesis

In contrast to motivation, the approach places more emphasis on work satisfaction. The technique used is constrained by the fact that when things go well, internal reasons are credited while external forces are blamed when things go poorly. The theory has oversimplified the complicated working context.

McClelland's Theory of Needs

David McClelland, a psychologist, developed the McClelland's requirements Theory. He held that a person's particular requirements are acquired through time and are shaped by their experiences in life. The Three Needs Theory or Learned Needs Theory are other names for McClelland's Needs Theory. According to McClelland, there are three fundamental motivational requirements. Need for Power, Need for Affiliation, and Need for Achievement. He and his colleagues conducted extensive study on four fundamental wants.

1. Power Need Power is the capacity to direct or shape other people's conduct. High power individuals go for senior positions in organizations so they may exert influence and control over others. They tend to be direct, aggressive, demanding, pragmatic and practical not sentimental and want to participate in talks.
2. People with a strong need for affiliation enjoy everyone's adoration and prefer to steer clear of the hurt of rejection. others with these requirements appreciate maintaining positive social ties, relishing the feeling of closeness, and enjoying helping and consoling others in times of need. This is because humans are social creatures and prefer to communicate and be with others where they feel, others accept them.
3. According to McClelland, certain individuals have a strong drive to succeed. He has determined that top performers have the following traits. High achievers take measured risks, or moderate risks, while engaging in management-related tasks. Contrary to popular assumption, exceptional performers don't usually take big risks. High achievers look for quick feedback on their work so they can track their progress toward their objectives. The high achiever commits himself entirely to the task until it is successfully done after the objective has been defined. He won't be content until he has given the assignment entrusted to him his all.

A person with a strong drive for accomplishment completes tasks that are intrinsically rewarding even if no money benefits are involved. Although he desires to make money, he finds more joy in the achievement of labor than in the money alone. Therefore, according to McClelland's requirements Theory, these three fundamental requirements have a significant impact on a person's degree of effectiveness and motivation. A thorough theory of motivation was developed by Lyman Porter and Edward Lawler by fusing the different elements. The motivation model proposed by Porter and Lawler is more comprehensive. Their research of managers included the actual application of this approach. This multivariate model describes the connection between work attitudes and performance in the workplace. Four fundamental presumptions about human behavior form the basis of this model: It is a multivariate model, as was already explained. This paradigm contends that a variety of internal and external environmental influences interact to shape an individual's behavior. The assumption is that people are intelligent entities who consciously choose how to behave in organizations. Each person has unique requirements, wants, and objectives. Individuals choose between various behaviors based on their expectations, and this chosen behavior will lead to the intended result.

The Different Porter and Lawler Model Components

1. Input.
2. Expression.
3. Satisfaction.

Let's quickly go through the model's primary components:

1. An employee's effort is the amount of energy they put into a certain work. The value of the incentive and the employee's assessment of the likelihood that their efforts will be rewarded impact how much effort they will expend on a work.
2. A person's effort determines how well they perform. Both might be equal or not. However, the level of performance is based on the labor put in as well as the employee's perceived abilities and responsibilities. As a result, even if an employee puts up a lot of effort, his or her performance might suffer if they lack the necessary skills or have the inaccurate view of their work.
3. Satisfaction is a result of performance. The number of incentives received determines the degree of satisfaction. The employee will be happy if the quantity of real incentives equals or exceeds the amount of perceived equi rewards. On the other hand, he or she will be unsatisfied if real rewards fall short of projected ones. Extrinsic and intrinsic incentives are both possible types of rewards. Self-actualization and a feeling of success are two examples of intrinsic rewards.

A few examples of extrinsic incentives include working conditions and status. There is some evidence to suggest that attitudes about satisfaction that are connected to performance are considerably more likely to be produced by intrinsic incentives. It is a comprehensive motivational model. The study addressed how managers may be affected. They established a connection between work attitude, work performance, and work satisfaction. The foundation of the whole approach is the conventional assumption that performance and satisfaction are positively correlated. It is a multivariate model that aids in illuminating the connection between performance and satisfaction. Porter and Lawler have made an effort to quantify elements including the worth of potential benefits, how likely it is that an effort will result in rewards, and how important perceptions of these factors are in determining pleasure. They advised the management to

thoroughly review the structure and compensation program. The effort-performance-reward-satisfaction model of motivation should be incorporated into every aspect of how men are managed in organizations. In this model, an individual's effort does not necessarily translate into performance. rather, personal characteristics, role perceptions, the importance he places on a given reward, and his perception of his aptitude for obtaining that reward all contribute to that outcome. He is content after he has accomplished what he set out to do, else the process continues.

Theories of Chris Argyris

Chris Argyris' motives theory was created on the premise that management techniques have an impact on personal development and behavior. According to him, a person's personality undergoes the following seven modifications, which together define a mature person. In other words, a person's personality changes from immaturity to maturity in the way that follows: According to Argyris, organizational structures and management techniques like task specialization, the chain of command, unity of purpose, and span of management are the fundamental causes of individuals' immaturity. He suggests a gradual transition from the current pyramidal organizational structure to a humanistic system, as well as from the current management style to one that is more flexible and participatory. According to him, such an environment would meet their demands for physiological stability and safety as well as spur them on to maximize their potential in achieving corporate objectives.

Alderfer's Erg Motivation Theory

Maslow's five requirements for humans are divided into three categories in Clayton P. Alderfer's ERG theory from 1969: existence, relatedness, and growth.

Requisites of Life

Include all physiologic and material demands. the first two levels of Maslow.

Needs Relatedness

Include ties with important persons like family, friends, coworkers, and employers. social and external esteem. This also refers to feeling accepted and comfortable as a member of a group or family. the third and fourth levels of Maslow.

Growing Pains

Internal worth and self-actualization inspire people to have positive or constructive influence on themselves and their surroundings. The fourth and fifth stages of Maslow. This involves the drive to do important activities as well as the urge to be creative and productive. Alberger's ERG theory prioritizes in terms of the categories' concreteness even if the relative importance of these requirements varies from person to person. Existence requirements are the most tangible and straightforward to prove. Existence requirements, which rely on a connection between two or more persons, are more tangible than relatedness needs. In addition, since each individual is different, development demands are the least definite because their precise goals rely on that.

Financial Incentives Motivational Techniques

Financial tactics are used to earn money. The inducements given to workers to inspire them are known as incentives. The link between efforts and rewards should be clear-cut. the financial compensation should also be significant and on par with other benefits. Staff that are underpaid

are given the impression that their labor is not valued by the company. Money is not the main driver of motivation, but this should not be interpreted as permission to treat workers unjustly or cruelly. The monetary rewards comprise:

1. Basic salary, grade pay, dearness allowance, travel reimbursement, pay raises, etc. are all included in the pay and benefits. The firm is better equipped to keep and draw in skilled individuals with good compensation and benefits. But not everyone has to be motivated by excellent salary and benefits, particularly those who work in government agencies and who live a life of corruption. Bad attitudes, complaints, absenteeism, turnover, subpar organizational citizenship, and detrimental effects on workers' mental and physical health are some of the other problems.
2. Plans for incentive pay are designed to boost production, which can be quantified. Employees must have faith in their ability to achieve goals set out in incentive plans.
3. Gain Sharing is a system of rewards in which team members get bonuses for boosting production or cutting waste. For instance, if waste is reduced from 5% to less, the team may get an equal share of the benefits.
4. Profit sharing refers to giving workers a portion of the company's earnings in the form of bonuses. Profit sharing plans have certain drawbacks, including the fact that they are now commonplace in government agencies regardless of success and the possibility that they have little to do with individual efforts.
5. To pay, retain, and recruit staff, many businesses utilize employee stock option schemes. These programs are agreements between an employer and its staff that provide staff members the right to purchase a certain number of business shares within a predetermined time frame for a defined price.
6. When given stock options, employees seek to make money by exercising them at a higher price than when they were first granted. Stock options have mostly been employed in India as a retention strategy for a more discerning segment of workers.
7. These benefits include pension, leave encashment, gratuity, and cumulative provident fund. Employees are given confidence for their futures throughout their employment thanks to the provision of terminal benefits.

Non-monetary Incentives Methods:

Financial rewards are absent from non-financial motivations. These are crucial for employee motivation because they provide workers a sense of psychological and emotional fulfillment. These include a wide range of methods. People do work for a living, but they strive much harder to give their lives purpose. In actuality, they do it for the enjoyment. Important non-financial incentives include the following:

1. Providing job security is the best way to inspire a worker who has been hired on a temporary basis. Lack of job stability will always be a problem, even if a temporary employee puts forth more effort. Such a worker will be more dedicated to the company if he has job security.
2. Dynamic people do not gravitate toward regular tasks. They are always willing to take on difficult tasks, which may be brought about via mentorship, job redesigning, work expansion, and job enrichment. Recognize each employee's talents and give tasks in accordance with that knowledge.

3. It's crucial that the employer acknowledges effort. Even a simple word of encouragement from him might inspire the staff to continue performing at the same level or raise it. The most desired form of acknowledgment, according to employees, was a personal thank you, followed by a handwritten message from the manager.
4. Position names do count. There is some desire among employees for certain titles. For instance, a salesperson could want to be a sales executive whereas a sweeper would want to be a sanitary inspector.
5. No employee should ever reach a point of professional stagnation during their prime years. The employer is always required to provide his workers the chance to succeed and advance in the hierarchy.
6. Involving a worker in important choices may motivate them. Before reaching a final decision, the management could, for instance, seek the employees' opinions if they decide to purchase new equipment for the plant. On such issues, management should refrain from making unilateral choices.
7. The management may promote constructive rivalry among the staff. They would be inspired to demonstrate their ability as a result. The management has the option to rate the personnel based on their output. Employees who have excelled in their jobs may be awarded merit certificates.
8. When we talk about job rotation, we imply that the workers will experience various job types. The monotony of the workforce would undoubtedly be broken by this. For instance, a bank employee may start off working in the savings bank before being transferred to the cash department. Such a shift not only inspires the staff to work hard but also trains him to be adaptable.
9. Lead by Example and be enthusiastic and vivacious. Leaders should model the attitudes, beliefs, behaviors, and mindsets they want in their team members. Leadership is always seen as an example.
10. Encourage the use of humor and creativity: Adding humor to the workplace may reduce stress and make everyone feel better about themselves. A daily cartoon or joke sent to the whole team through email is one way to promote humor. Other methods include encouraging laughing, making light of situations that did not go as anticipated or planned, etc.
11. Act as an advocate for your employees and be a visible champion for them. Provide the tools and support needed by staff to complete their jobs. Promote and provide two-way feedback. Treat your people as human beings neither inferior nor superior. Show trust and respect. Motivate them for creativity. Create a safe-to-risk environment.

Leadership

Leadership is the art or practice of persuading others to work voluntarily and passionately toward the accomplishment of collective objectives. Leadership entails cultivating a desire to work arduously, zealously, and confidently. Differences between a management and a leadership style

Vitality of leadership

1. Increases employee confidence.
2. Bolsters employee morale.
3. Leadership qualities.
4. The capacity to responsibly and efficiently wield power.

5. Understanding of human beings' diverse motivational factors at various periods and under various circumstances.
6. Ability to motivate.
7. The capacity to behave in a way that will create an environment favorable to reacting to an aroused motivation.

Ingredients for Leadership

the capacity to motivate subordinates to contribute to a project to the maximum. developing a certain leadership style

1. Autocratic Approach

It is sometimes referred to as a monothetic style or an authoritarian directive. In this management approach, the manager puts all the authority in his own hands. For his employees, he designs the whole scenario, and they follow his instructions. Here, the followers' uniformity, insecurity, and fear of the leader's authority may result in poor leadership. Autocratic leaders may be categorized into three groups. He is very rigorous, and his style or approach of motivating his subordinates is via punishment, criticism, and other forms of negative reinforcement.

Benevolent Autocrat: He concentrates authority in himself, yet he has a motivating personality. He is capable of achieving effectiveness in a variety of circumstances. Some individuals like the gratification that comes from working under strong leadership.

Inept Autocrat: Sometimes superiors use an authoritarian style of leadership to mask their own ineptitude. They fear being exposed in front of their subordinates since they have various styles. However, a prolonged employment of this technique is not possible.

Advantages of an Authoritarian Leadership Style

1. Employees who like working in environments with strict hierarchies and who find this leadership to be satisfying
2. Provides a manager using this method with great incentive and rewards.
3. Aid in making decisions quickly.
4. Less skilled workers may nonetheless do their jobs if they follow their managers' instructions.
5. Negative aspects of authoritarian leadership.
6. People despise severe leadership, which demotivates them.
7. Organizational efficiency is put at risk when frustration, poor morale, and conflict emerge
8. Because they are required to consistently listen to and carry out the instructions of their bosses, employees lose their uniqueness and originality.

Participatory or Democratic Style

Democratic, consultative, or ideographic styles are used. It entails an employee's mental and emotional participation in a group setting, encouraging him to contribute to and share responsibility for the group's objectives. In this management style, the manager places a strong emphasis on his staff members' input and involvement. As a result, a participatory manager decentralizes on the input and involvement of his employees. Broad information is also provided to subordinates about the circumstances that impact them and their employment. Additionally, he supports, accepts, and values the thoughts and recommendations they provide.

Advantages

1. Employees feel appreciated.
2. It's a really effective method of staff motivation.
3. increases the workers' attitude and morale.
4. Increased output is achieved.

Disadvantages

1. Employees could interfere and provide ideas if they don't understand how the company works.
2. Employees that aren't prepared to engage and participate might cause issues.

It entails granting subordinates total autonomy. The whole process is left to the subordinates in this management style once the boss has decided on the rules, plans, and restrictions for action. Group members carry out all tasks, and the manager typically keeps in touch with outsiders to deliver the information and resources the group needs. This style of leadership is appropriate in circumstances when the manager can let the group make its own decisions. The managers benefit from having an autonomous personality as a result. But the manager's participation is almost nonexistent. Because of this, organizations seldom use this technique.

CONCLUSION

Understanding how people learn, absorb information, and acquire cognitive abilities has been greatly aided by the cognitive learning theory. This idea has influenced educational practices and instructional design tactics by highlighting the importance of mental functions including attention, memory, and problem-solving. The understanding that learners actively generate information and meaning via their cognitive processes is one of the major implications of the cognitive learning theory. This realization sparked the creation of learner-centered methodologies like problem-based learning and inquiry-based learning, which motivate pupils to actively participate in the learning process and use their cognitive abilities in practical contexts. In order to encourage deep learning and information transfer to new settings, educators may provide meaningful and difficult learning experiences.

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CHAPTER 4

EXPLORES THE IMPORTANCE OF CHARISMATIC LEADERSHIP THEORY

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ABSTRACT:

Charismatic leadership theory is a prominent leadership framework that focuses on the influence of charismatic leaders on followers and organizational outcomes. This theory suggests that charismatic leaders possess specific qualities and behaviors that enable them to inspire and motivate their followers to achieve extraordinary performance and organizational success. This chapter provides an overview of charismatic leadership theory, highlighting its key concepts and implications in leadership research and organizational contexts. It explores the characteristics of charismatic leaders, the mechanisms through which they influence followers, and the potential benefits and limitations of charismatic leadership in different settings.

KEYWORDS:

Charismatic Authority, Emotional Intelligence, Empowerment, Followership, Idealized Influence, Inspirational Motivation.

INTRODUCTION

They date back to ancient times and are known as the great man theory. Leadership was discussed in Plato's Republic and Confucius' Analects. They offered some leadership-related insights. Based on these discoveries, other research has hypothesized that a leader is born and not made. A leader has some charm that influences others. The Greek word charismatic means gift. Thus, a person's charisma is a quality they were given by God that makes them a leader in every scenario they find themselves [1], [2]. Through their own passion and drive, charismatic leaders may significantly influence their companies and inspire others. Every now and again, a leader steps forward whose high visibility and charisma capture the public's attention. A charismatic leader has a very high degree of domination, self-assurance, and conviction. They are always focused on lofty objectives or a compelling vision, which inspires followers. According to the belief, only a transformational leader can energize and motivate his people, something that a regular leader cannot achieve. The greatest examples include great leaders like Mahatma Gandhi and Lenin as well as famous businessmen like JRD Tata, GD Birla, and Dhirbai Ambani who built industrial edifices thanks to their own entrepreneurship, vision, and drive [3], [4]. The fundamental precepts of charismatic theory are:

1. The heavenly force has endowed the leader with remarkable inborn leadership skills.
2. A leader need only possess these innate traits to succeed.
3. Because these traits are innate, they cannot be improved by training and instruction. These attributes are also extremely individualized and cannot be shared by others.

4. A leader who has these leadership skills is extremely successful, and the context has no bearing.
5. If we believe that leaders are born, then we cannot help companies grow their leaders.
6. In certain circumstances, a charismatic leader may not succeed.

Theory of Traits

Researchers in behavioral psychology acknowledged that leadership qualities may be learned and gained via experience in addition to being mostly inherited. A trait is a permanent characteristic of a person. The trait method looks at a leader's own personal traits to identify what makes them effective [5], [6]. Between 1930 and 1950, trait approach leadership research was widely used. The approach included choosing eminent leaders and examining their traits. The idea was that certain personality features may help leaders become more effective. Numerous research has examined numerous attributes. as a result, these traits may be roughly divided into inherent and learnable traits. Innate characteristics are those that are connected to a person's physical characteristics and intellect and are present from birth. characteristics that may be learned and improved via a variety of procedures, including self-learning, training, experience, etc., are referred to as acquirable characteristics [7], [8]. They include qualities like emotional stability, interpersonal relationships, empathy, objectivity, motivational abilities, and technical, verbal, and written communication abilities. According to research, good leaders need a combination of intellect, attitudes, personality, and biological traits. Stogdill has offered a review of several research projects. These characteristics of a successful leader, according to him,

1. Characteristics of the body and constitution
2. Intelligence
3. Self-confidence
4. Sociability
5. 5.Will,
6. Dominance.
7. Surgency

Problems with the theory

The qualities of effective leaders cannot be generalized. Because different qualities exist in different degrees, it is impossible to provide proof on the degree of traits. No firm conclusions can be made on the qualities' measurement [9], [10].

DISCUSSION

Behavioural Theory

According to the behavior theory of leadership, great leadership results from effective role behavior. Leadership is shown more by a person's actions than by his characteristics. Researchers who have studied the leadership position have concluded that for a group to function well, someone must carry out the two key tasks of task-related function and group maintenance function. Task-related functions are those that address the challenges that groups confront when carrying out tasks and activities. Social or group maintenance activities include efforts to resolve conflicts and make members feel appreciated by the group. An excellent leader would be someone who can effectively fill both duties. These two positions need for the leader to exhibit two distinct forms of behavior. There are two perspectives on how leaders behave: functional and dysfunctional. By setting clear

goals, inspiring workers to reach those goals, boosting morale, fostering a sense of teamwork, and other positive leadership behaviors, functional leaders positively influence their followers. Dysfunctional leaders, on the other hand, are unwelcoming to employees and signify ineffective leadership. Such behavior may indicate a refusal to consider workers' opinions, a demonstration of emotional immaturity, or poor interpersonal skills.

Problems with the theory

1. It's possible for a behavior to be functional at one point in time yet dysfunctional at another.
2. The effectiveness of a leader's actions is influenced by two outside factors: the followers' nature.

The method was originally used in 1920 in the German armed services with the goal of generating competent generals for various scenarios. The setting in which the leadership is exercised was given top priority in the studies when they were done in organizations in the 1950s. As a result, the idea contends that both situational and leader-related elements will have an impact on the efficacy of leadership. The following are the aspects of leadership. The different variables influencing a leader's effectiveness may be roughly divided into two categories: the leader's behavior and situational variables. The efficacy of a leader is determined by the interaction of these two elements. One of the most well-known leadership style methods in the Blake and Mouton management grid. They underline that, in varied degrees, task-oriented and relation-oriented behavior are components of effective leadership. Two variables have been chosen for the research.

The term concern for has been used to express managers' care for either the workforce or the bottom line. The attitude of superiors toward several factors, such as the caliber of policy choices, practices and processes, the creativity of research, the caliber of staff services, work productivity, and output volume, is referred to as concern for production. Concern for people entails a certain level of personal dedication to achieving goals, upholding employees' self-esteem, being dependable and trustworthy, and sustaining positive interpersonal relationships. Based on these two organizational elements, the management grid defines five leadership philosophies. Based on the aforementioned approach, Blake and Mouton have identified five different leadership philosophies.

1. Being in need.
2. Club country.
3. Task.
4. Center road.
5. Team leadership philosophies.

1. **Poor:** only little effort is necessary to complete tasks and maintain organizational morale.
2. **Country Club:** Careful consideration of people's requirements results in a welcoming and comfortable organizational climate and work pace,
3. **Outcome:** Task efficiency is the outcome of setting up task requirements such that human factors hardly matter.
4. **The Middle Path:** achieving appropriate performance while balancing the demands of the job and keeping a positive attitude.

5. Team: Tasks are completed by individuals who are dedicated, interdependent, have a shared interest in the mission of the business, and who are treated with trust and respect. A manager may identify and categorize management styles with the use of a managerial grid, which also enables him to better understand why his subordinates behave the way they do. It is a way to identify different combinations of leadership styles and to train managers in these styles.

The Contingency Model of Leadership by Fiedler

Scientist Fred Fiedler developed the Fiedler Contingency Model in the middle of the 1960s after researching the nature and traits of leaders. According to the concept, there is no one optimum leadership style. The efficacy of a leader is determined by the circumstances. This idea, which derives its foundation from the situational approach to leadership, holds that no one leadership style can be deemed appropriate for all circumstances and for all types of subordinates. Fiedler created the contingency model of leadership, assuming that the effectiveness of the leadership is based on the capacity to act in accordance with situational requirements. According to Fiedler's theory, people become leaders due to a variety of situational factors, including interactions between the group members and the leader. The association between leadership style and situational favorability is also explained by this paradigm. Fiedler identified three aspects of situational favorability the interaction between the leader and members. It may be claimed that the situation is good if all three dimensions are high. The circumstance and leadership style together affect effectiveness if the three criteria are low. This theory is challenged for its flaws, including its absence of an explanatory mechanism, restricted concentration on a single leader attribute, and ambiguity in the measurement of model parameters.

The cognitive resource hypothesis, which Fiedler developed and is based on actual study. He pinpointed the circumstances under which a leader's cognitive resources intelligence, experience, and technical expertise contribute to the effectiveness of the group. A high LPC score indicates a human relations orientation, while a low LPC score denotes a task orientation in the leader. Fiedler makes the assumption that everyone's least favorite colleague is, in fact, generally speaking, roughly equally terrible. However, those who are really relationship-motivated tend to describe their least favorite colleagues as being more pleasant and effective. As a result, their LPC scores are greater. On the other side, those who are task-driven tend to have a more unfavorable opinion of their least favorite colleagues. As a result, their LPC scores are lower. Therefore, the Least desired Coworker scale is really not about the least desired employee at all. rather, it is about the test-taker. specifically, it is about the motivating style of that individual. This is the case because people who on these measures give their least favorite colleague a relatively positive rating draw happiness from interpersonal relationships, whereas those who give the coworker a relatively negative rating derive satisfaction from successfully completing tasks. This technique displays a person's emotional response to those they find difficult to cooperate with. Critics point out that this doesn't always represent a reliable indicator of a leader's performance. circumstances favoring. Fiedler asserts that the capacity to manage a collective situation is Fiedler proposed two primary leadership philosophies.

1. style in human interactions.
2. task-oriented manner.

The goal of human relations style was to establish positive interpersonal relationships and to establish personal domination. A manager or leader that prioritizes good human interactions is successful in the middle of the favorableness spectrum. Task-oriented leadership works well in

both highly favorable and very adverse circumstances. A task-oriented approach is focused on the completed task. Fiedlers believed that a leader's ability to effectively tailor his or her leadership style to the environment and the degree to which that scenario gives the leader power over his or her group members would determine how well the group performs.

1. The ability of a specific scenario to allow a leader to exercise influence on a group has been characterized as the favorableness of the situation.
2. He has distinguished three aspects of a fortunate scenario.
3. The degree of the task structure: The task is appropriately organized the leader member relationships: The leader should be accepted by the followers
4. the position of authority or power held by a leader. a lot of power that is explicitly assigned to the role of leader
5. The task-oriented leader often performs best in groups under either favorable or unfavorable conditions.

Leaders that are focused on building relationships do best in circumstances that are somewhere in the middle. According to the concept, the many components of the group environment affect a leader's ability to lead effectively. Changing the leadership style for the circumstance in line with the aforementioned relationships may thus have an impact on the effectiveness of the group performance. This helps in creating management selection and training programs that are appropriate for the circumstances.

Organizational Groups

An individual's work is impacted by that of another in every organization. Therefore, for any job to be completed, the staff must collaborate well. In other words, objective achievement is made feasible through cooperation. There are many different groups that one might discover at work. These organizations support the organization's success either directly or indirectly. The group to which a person belongs has a big impact on how that person behaves. Thus, discussing group behavior in the context of organizational behavior is more acceptable.

Group

A group is a collection of people who have gathered to engage in activities of shared interest. A group may be made up of any number of people. However, the group members need to communicate often and be aware of one another mentally. Edgar Schein defined a group as a collection of individuals who interact with one another, are aware of one another, have a shared goal, and identify as a group.

Group Characteristics

1. A group is always made up of different people.
2. The participants are conversant with one another.
3. The group gathers to engage in certain pursuits of shared interest.
4. Each individual feels a sense of belonging to the group.

Creation of Groups Necessary

Interaction and Proximity: At work, coworkers are located near to one another. They may have to communicate with one another while working. A situation like that can encourage them to create

groups. Another aspect that leads to the creation of groups is the ability of each member in the organization to influence one another due to work- or work-related concerns.

Security Need: The requirement for security is one of the primary factors in the establishment of groups inside an organization. Employees must band together as a group, namely the union, to protect their interests if the employer fosters a climate of unease. People with similar interests, preferences, and goals often associate with one another. This also takes place in a company. The topic of interest might be anything related to their line of work or it could be anything else, such as politics, sports, hobbies, etc.

Acknowledgment: while a person joins a group, they get acknowledgment that is often not accessible to them while they are alone. An individual who believes that all of his efforts should be acknowledged and valued will identify with a certain group inside the business. Employees have significantly more authority collectively, or as union members, than they have individually. Belonging to a small informal group at a workplace where trade unions are weak or nonexistent provides a person confidence that the group will support him in times of need. Additionally, a person without official power inside the company could be in a position to manage an informal group and exert influence on its members.

To Eliminate Delay: Because of hierarchy and extended communication channels, formal organizations tend to cause delays. Executives may sometimes need to meet and communicate with staff members informally and casually in order to eliminate delays in the performance of certain specialized duties. Thus, there is an informal group of bosses and subordinates inside a formal organization.

Group Types in an Organization

Both Official and Informal Groups

Within an organization, a formal group is formed to carry out a certain responsibility or duty. This might be a one-time goal, like the introduction of a specific product or service, or a long-term goal, like the supply of information technology.

Unofficial Group

Individuals who decide they wish to engage with one another create informal groupings. Informal groups often emerge because members frequently find themselves in the same place or because they like one other's company. They seldom have a clear purpose. People may band together, for instance, if they share a home or work nearby each other at an office.

Both The Primary Group and The Secondary Group

A Primary group is made up of a few individuals who communicate often. A main group is an example of a small team with a leader. A main group may alternatively be described as a family. Values, beliefs, and culture are all highly significant to the core group.

Primary Group

A secondary group is referred to be a significant gathering of individuals. Because there is less contact between secondary group members than there is in a main group, they do not have the same chance to get to know one another as well as primary group members do. Individuals

generally have their own agendas and purposes when a secondary group forms. The bond they develop is short-lived, and social contact within a secondary group is probably minimal.

Task and Command Groups

Command Groups: The most common kind of formal group is a command group. It is described by the organization chart and is comparatively permanent. It consists of managers, supervisors, and subordinates who meet often to discuss broad and detailed suggestions for enhancing the product or service. The majority of workers in business organizations work in these command groups, therefore a manager and the supervisors who report to him make up one command group. The boss and the subordinates from different command groups who answer to him. Task groups are also decided upon by the organization. However, it is a transient team made up of workers who are collaborating on a certain project or activity. The bounds of a work group, however, are not only determined by its immediate hierarchical superior. For instance, if a problem affects many departments, a task force composed of members from each of the impacted departments may be created to investigate the issue and provide recommendations.

Inside and Outside Groups

An in-group is an organization to which we belong. An in-group's members are bound together by shared values, ideals, beliefs, and social standards. The term out-group refers to a group to which we do not belong. Its members have values, ideas, and standards that are strongly at odds with those of the members of the in-group.

Open Teams

A group that is open is one that is constantly changing. Its membership is ever-changing. old flames may depart, and new ones may join. The group welcomes the newcomers' ideas and may gradually abandon some of the outdated customs. The open group may only have ideas and suggestions for a shorter length of time in light of this tendency. The open group experiences unstable and unbalanced situations as a result of its particular qualities.

CONCLUSION

In conclusion, the charismatic leadership hypothesis has improved our knowledge of how leaders affect their subordinates and affect organizational results. Charismatic leaders inspire and encourage their subordinates to achieve extraordinary performance by using their charisma, vision, and communication abilities. Despite the drawbacks of charismatic leadership, businesses may use it to build a stimulating and empowering workplace that encourages employee success, contentment, and loyalty. Nevertheless, companies may benefit practically from the charismatic leadership paradigm. Organizations may foster a leadership culture that motivates and engages staff by identifying and cultivating charismatic leadership traits. They are able to identify and develop prospective charismatic leaders, provide guidance and support to help them improve their leadership abilities, and create an atmosphere that supports the display of charismatic traits.

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CHAPTER 5

DIFFERENT STAGES OF GROUP DEVELOPMENT: FORMING TO PERFORMING

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ABSTRACT:

Group development is a dynamic process that occurs in various contexts, such as work teams, project groups, and social organizations. This chapter provides an overview of the different stages of group development and their significance in understanding group dynamics and optimizing group performance. The commonly recognized stages, including forming, storming, norming, performing, and adjourning, are discussed, along with the typical characteristics, challenges, and interventions associated with each stage. The chapter highlights the importance of recognizing and managing group development stages to foster effective teamwork, collaboration, and productivity.

KEYWORDS:

Group Structure, Groupthink, Norming, Performing, Storming, Team Building, Team Development.

INTRODUCTION

One individual becomes a strong leader. A situation like this creates the conditions for social cohesiveness. Additionally, a strong feeling of camaraderie and collective identification develops. The group's purpose, organization, and leadership are all rather undetermined during the group's establishing period. Interpersonal connections are made and members start to identify with the group by the time this stage is complete [1], [2]. Conflicts and scuffles among the group members define this stage. These disputes might result from disparities in perception. Such a circumstance may sometimes result in group division [3], [4]. This stage is marked by cooperation, definition of roles, and job completion. It shows the greatest degree of interpersonal maturity. Group discussions are used to address member conflicts. The adjourning stage is important for work teams, task forces, and other similar organizations with a constrained job to complete. The group's activities come to an end as soon as the assignment is finished [5], [6].

Formal Vs. Informal Groups: Differences

The following characteristics distinguish formal groupings from informal ones:

1. Formal Groups are those constituted by an organization's management to carry out a certain duty. Informal Groups are those created by workers themselves based on their preferences and preconceptions.
2. In contrast to informal groups, which are formed freely, formal groups are purposefully created by the organization [7], [8].
3. The size of formal organizations is greater than that of informal groups. In addition, a formal group may have subgroups.

4. In contrast to informal groups, which are said to lack organization, formal groups have a hierarchical structure.
5. In a formal group, a person's status determines how essential they are to the group, but in an informal group, every member is equally significant [9], [10].
6. Members of a formal group interact in a professional manner and come together just to do the work assigned to them. On the other hand, members of an informal group have a more intimate contact with one another and are more likely to exchange information, ideas, and experiences.
7. Because of the unity of command, communication is constrained in formal groups. Contrary to an informal group, there are no such constraints on the flow of conversation here.

Group Customs

Group norms are the guidelines established for the group's members. These are the do's and don'ts, to put it another way. These represent the common attitudes, values, and beliefs held by the group's members. Group norms provide the benchmark by which a member's conduct is assessed. Any member who disregards the rules might be subject to punishment. For instance, a trade union member who ignores a call to strike issued by the union may be expelled. Group norms' characteristics include:

1. Norms describe the traits of a group.
2. These are related to the members' actions that are seen as beneficial.
3. Norms serve as the benchmark or foundation for judging how group members behave.
4. Norms are applied to all group members.
5. The degree to which the group's members are linked to one another and willing to stay with the group is referred to as group cohesion.

DISCUSSION

Factors Influencing Cohesion

1. Interaction: The degree of interaction between group members impacts the cohesiveness of the group. Any workplace will eventually see a growth in opinion differences. These discrepancies need to be resolved via talks and considerations. The group's cohesion will be improved the more its members engage with one another.

2. Danger: The kind of danger that members experience from both internal and external surroundings may affect the cohesiveness of the group. The cohesion will be better the larger the danger. This is the case since the members are well aware that in order to survive, they must stand as one.

3. Leadership: A key determining factor may be the caliber of the leadership. If the leader is competent, cohesiveness among the members will be readily secured.

4. Conviction: If there is a constant feeling of agreement among the group members about the choices made, it shows that cohesiveness is complete. Such a belief may not exist if a few members attempt to impose their radical ideals on the rest of the organization.

5. Values: Another factor is how much the group members' attitudes and values align. It will be challenging to maintain group cohesion if every member begins operating in accordance with his or her own set of values.

6. Group size: The size of the group is yet another crucial deciding element. Cohesion among the group's members will be more challenging as it grows in size. This occurs because the group's size may prevent members from reaching agreement on certain matters.

Strengthen Group Cohesion

Getting consensus on group objectives. Each employee's work impacts and is impacted by the work of others. Therefore, teamwork is required of workers in the workplace. They will be able to complete any assignment if they can only coordinate their efforts. The participants must all agree on the objective for which they collaborate in order to achieve it. In this aspect, the manager must play a critical role. Increasing the number of individuals who share similar views. Every company has a distinctive culture that is reflected in the attitudes and beliefs of the staff as well as in the working procedures and practices. Therefore, employee conduct must be consistent with the company's culture. When hiring new workers, it is important to make sure that they have an understanding of and appreciation for the organizational culture. If certain team members behave completely differently from the others without regard for the traditions and principles of the business, this will undoubtedly have an impact on team cohesion. Therefore, steps must be made to ensure that only people who share the same viewpoint as the organization's senior figures are hired and retained.

Any topic must be debated in a forum, and no effort should be made to impose one's viewpoint on others. Group cohesiveness depends more on how frequently and effectively the members interact before coming to a consensus on any issue. The manager must provide opportunities for all of his subordinates to discuss the same and reach a consensus before evolving decisions on any important matter. If the group is large, reaching agreement among the participants will undoubtedly prove challenging. Therefore, it's important to consider the size of the group. Fostering healthy competition among the various groups within the company is another way to improve group cohesion. For instance, the salespeople stationed in the southern zone may face up against those in the northern region. This will encourage the salespeople in both groups to develop a plan and collaborate more effectively. If a group does well, it's crucial to recognize the group as a whole rather than just a select few who, relative to others, have contributed significantly. The group members may end up getting along better as a result, helping to prevent bad sentiments. Separating the group's members from competing groups. When competing groups exist, for instance. It may sometimes be important to keep group members apart from competing trade unions. For this reason, the group's leader may need to constantly remind his followers to be loyal to their organization and not get swept away by competitors' assertions.

The Group's Decision-Making Process

Making a decision involves choosing one option from a variety of available options. Only when there are alternatives will there be a need for decision-making. There is nothing to decide if there is just one method to do a job. In the words of George Terry, decision making is the selecting of an alternative, from two or more alternatives, to determine an opinion or a course of action. Haynes and Massie agree that decision making is the process of selection from a set of alternative courses

of action which is thought to fulfill the objective of the decision-problem more satisfactorily than others.

Decision-Making Process

Finding and comprehending the issue. Identification and comprehension of the real issue are the initial steps in the decision-making process. It will be feasible to supply a solution by developing a sui choice if only the genuine issue is discovered. Sometimes, the symptom is mistaken for the real issue, and an effort is made to discover a fix. Making a complete analysis of the issue, Once the real issue has been located, the following stage is to do the analysis. Data that can be collected from both internal and external sources are needed for the problem's analysis. Finding an alternative solution. After a thorough analysis of the issue, finding an alternative solution is the next stage. Every organizational issue has several solutions. Therefore, it is essential that the decision-maker recognizes the potential solutions. assessment of the alternative solution: Following the identification of the alternatives, assessment of the same is the next phase. The benefits and negatives of each choice are considered while evaluating them. The best answer is chosen at this point because it is seen to be the most practical and best given the conditions. Along with the benefits of each potential course of action, the following elements also play a role in determining which is best:

1. Resources on hand.
2. The decision maker's ideals and principles.
3. Views of the employees.
4. Past encounters.

After the final decision has been reached, the implementation process begins. The decision is put into action by disseminating it to everyone who is affected. Individuals must bear responsibility for carrying out the choice. Necessary. The choice should be carried out according to established procedures. A suitable arrangement must be developed to monitor the decision's development. Throughout the decision's execution, it is vital to periodically evaluate the decision. This is accomplished by contrasting the actual outcomes with those anticipated. Any deviations must be noted, and if necessary, immediate remedial action must be done. If required, the decision may be altered or modified in certain ways.

Personal Choices

Individuals have made these choices about a problem inside the company. By virtue of his position, expertise, or effectiveness, the person may have such decision-making power. A mediator may be asked to resolve a conflict between employees and management, for instance, after conducting an investigation and making his determination. Both management and the employees must abide by the mediator's ruling.

Group Judgments

The group of people made these choices. A committee made up of both worker and management representatives could exist in an organization. whenever there is a disagreement between the management and the employees. The committee will be consulted when there is a disagreement between the employees and the management. The committee has the right to undertake an investigation and make a binding decision that is communicated to both the management and the employees.

Benefits of Group Judgments

1. Each group member will share his or her thoughts on the issue at hand. As a result, the issue may be extensively examined to choose the appropriate remedy. Individual choices do not have access to such a benefit.
2. Typically, the group's choice won't be influenced by prejudice. This is due to the fact that each group member has unique beliefs and values. No member may force his or her opinion on others. There is always a potential that prejudice will play a role in personal choices.
3. Members of the group often represent several organizational divisions. As a result, each member will watch out for the interests of the group he represents.
4. When a member of the group addresses a problem in private, there is opportunity for good coordination and cooperation among the participants.
5. Individual choices are less likely to be rejected than group ones.

Benefits of Group Judgments

1. There can be a delay in making a choice.
2. There is no one group member who bears exclusive responsibility for the quality of the choices chosen. Consequently, it is probable that a careless attitude will be used throughout the decision-making process.
3. It is often discovered that group choices are compromised conclusions. This occurs because the members' opinions on the matter may differ, and a consensus must be established in the end. The choice is ultimately taken to avoid offending anyone's feelings. Such a choice cannot be the best option. It can only be a compromise.
4. It's also feasible that a select few powerful group members may attempt to influence others in order to get their cooperation.
5. In terms of the time, money, and effort involved, group choices are always more costly than individual ones.
6. Conflicts may also develop inside the group of people. Consequently, no decision may be made and the whole procedure may be postponed forever.

Dynamics in Organizations

Being powerful means having the capacity to sway others. It describes the ability to influence a subordinate's behavior via resource management. When an agent and a target transact, there is an exchange connection present. The individual using the power is the agent, while the person being attempted to use the power is the target. Power describes the ability of A to shape B's conduct such that B carries out A's instructions. This concept indicates a dependent connection and a potential that need not be realized in order to be successful. Even if it exists, power may not be utilised. Consequently, it is a capability or potential. Power may exist, but it cannot be imposed. Power's relationship to reliance is perhaps its most significant feature.

Formal Power: Bases of Power

Coercive Power: Coercive power refers to the use of physical or psychological pressure to compel a subordinate to comply with a directive or order. This authority is used, for instance, when a worker complies with a directive out of fear for their job or yearly bonus.

Incentive Power: Reward power refers to a manager's ability to provide an employee with an incentive in order to persuade them to take action. Rewards may be material or immaterial. Promotions, rewards, incentives, raises, etc.

Legitimate Power: In a hierarchical organization, legitimate power is the control you have based on your official position or office. For instance, the president of a company occupies a position that confers considerable authority upon him. Informational power, also known as the ability to influence others via the dissemination of information, is the capacity to possess knowledge that another person does not. This might be either good or negative propaganda, understanding the tactics of the opposition, or specific information that aids in decision-making.

Personal Strength

Expertise-based power is the ability to exert influence. when a person has extensive knowledge, skill, or competence in the field for which they are accountable. The most useful kind of power is often this one. Due of their great degree of experience, they frequently have the ability to influence people via respect and trust. Leadership positions place a high value on this kind of knowledge and, therefore, power. Influence based on an individual's possession of attractive assets or character characteristics. The cult of personality is Referent Power. This is the capacity for someone to draw people to them and inspire loyalty in them. Additionally known as Referent Power, respect. If a leader is successful and has a well-established track record of achievement, this may happen over time.

Charismatic Power: An extension of referent power derived from a person's character and communication preferences. A charismatic leader has almost supernatural control over their following. This is a kind of power based exclusively on the use of one's personality to hypnotize, convince, and enchant others. The charismatic leader may not be in charge for anything other than their charm and persuasiveness.

Sources of Energy

A manager derives authority from five sources, according to French and Raven: reward, coercive, legitimate, referent, and expert power.

Power Reward

It depends on the agent's or manager's capacity to regulate the incentives the target or employee desires. Managers often have power over incentives including pay raises, bonuses, and promotions. This authority is founded on the proverb wealth is power.

Powerful Coercion

In contrast to reward power, it. It is based on a manager's capacity to make their employees feel unappreciated. In an organizational setting, it could take the shape of disciplinary action against or a threat of disciplinary action against employees.

Authentic Power

Position and understanding serve as its foundation. Both the agent and the target acknowledge the agent's authority to sway the workers. The delegation of authority to organizational members' roles takes the shape of power.

Referent Strength

It is a mysterious force based on human attraction. People who are charismatic are often considered to have referent power. People act in accordance with that person's ideal up to a certain point in this situation.

Expert Strength

It occurs when the agent has knowledge or information that the target is in need of. The saying knowledge is power serves as its foundation. The target must believe that the information being provided by the agent is accurate and correct, which requires the fulfillment of three requirements. The data must be relevant and helpful to the goal. The agent must be seen as an authority by the target.

Getting into Power

Some individuals have more authority than others due to:

- 1. Unusual Acts:** Powerful actions include non-routine or unusual acts. Developing a new product, negotiating a new contract, or creating a new program are a few examples.
- 2. Activities That Are Visible:** Even amazing actions that are unknown to others do not produce a lot of influence. Activities must thus be evident or known to others. Power is increased through actions that are publicized and praised by higher-ups.
- 3. Develop Interpersonal connections with the Right People:** People may also boost their personal power by fostering connections with their peers, superiors, and subordinates.
- 4. Coalitions:** Joining forces is yet another technique to gain influence. The idea of collaborating is to strengthen our potential to influence others.
- 5. Co-opt:** By appropriating other persons or organizations, individuals may strengthen their own position of power. Co-opting aims to reduce challenges and rivalry to a person's source of power.

Positional and Personal Power

Taking remarkable actions is a big part of personal power. Even while without any official authority, a person has the power to influence others' behavior. They do this due to exceptional traits. The competence, charisma, and leadership-like traits of the individual in question serve as the foundation for such personal influence. Power that is based on status is considered legitimate power. Power acquires legitimacy via authority. A job or office has institutionalized power when it has authority. Position power is the use of a person's influence over others.

Organizational Politics: Definition

It refers to the exercise of influence and power inside organizations. Politics is the term used to describe actions that are performed to influence others in order to further personal objectives but are not formally approved or accepted by an institution.

Organizational politics: Causes and Effects

Politics in organizations is influenced by a variety of factors. Among them are:

- 1. Clear Objectives:** Organizations are human groupings that strive to accomplish certain objectives. Politics will be more prevalent the hazier and confusing the aims are.
- 2. Organizations:** Organizations provide positions with discretionary power, which is employed in accordance with individual judgment.
- 3. Autocratic Choices:** The leader makes all the choices or gives the instructions, and the followers have no freedom to refuse to follow. Employee morale suffers as a result, and managers' decisions are questioned. Therefore, workers become involved in politics by creating alliances and groups in order to protect their interests.
- 4. Politics of Power:** There is a finite amount of power. As a result, managers and executives compete with one another to gain increasing amounts of control. They strive to outpace rivals in terms of strength and resources. Such managerial behavior might become quite dysfunctional.
- 5. Promotion Saturation:** Some persons advance to the highest level. They turn to organizational politics out of frustration. Some individuals may value job performance more than positional success and hence avoid politics.
- 6. Biased Performance Appraisal:** When a worker's performance on the job cannot be evaluated statistically, the superior's opinion is used to determine how well they are doing. The performance evaluation is thus likely to be subjective and biased. The subordinates can end up engaging in dysfunctional political behavior as a result.

CONCLUSION

In conclusion, Teams can better traverse the challenges of collaboration when they are aware of and understand the many phases of group growth. Group members and leaders may promote a pleasant group atmosphere, improve cooperation, and maximize group performance by identifying the distinctive traits, problems, and solutions associated with each stage. To achieve successful results and a happy group experience, effective communication, conflict resolution, and leadership are essential throughout the group development process. The group's dissolution or change, such as the conclusion of a project or the dissolution of a team, occurs at the adjourning stage. During this phase, it's critical to acknowledge achievements, take stock of what the group has learned, and provide member's closure.

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CHAPTER 6

ORGANIZATIONAL BEHAVIOUR AND FOUNDATIONS OF INDIVIDUAL BEHAVIOUR

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ABSTRACT:

Organizational behavior (OB) and the foundations of individual behavior are important areas of study within the field of management and psychology. This chapter provides an overview of OB and the foundations of individual behavior, highlighting their significance in understanding and managing human behavior within organizations. It explores the key concepts and theories related to individual behavior, such as personality, perception, motivation, and attitudes, and their impact on employee performance and organizational outcomes. The chapter also discusses the practical implications of studying OB and the foundations of individual behavior for organizations, including employee selection, training and development, and creating a positive work environment.

KEYWORDS:

Culture, Decision-Making, Diversity, Emotions, Ethics, Job Satisfaction, Motivation.

INTRODUCTION

Let me start the introduction with a question that I want you to think about before moving on to the idea. Do you have any more ideas on how you may use your technical skills to help you adapt and succeed at work? All of us want to succeed in our personal and professional lives. One fundamental reality underlies every manager's effort to succeed and generate savings for their organization: Individual contributor performance is what determines whether or not you succeed. Individual behavior refers to a person's ability to react to and interact with other individuals in general or when doing a particular task. It is based on a person's unique experiences, qualities, aptitudes, and attitudes as well as his practical skills and expertise in a functional area like marketing, information technology, or human resources. In order to boost an organization's performance, organizational behavior research examines how individuals, teams, and organizational structures influence behavior inside companies [1], [2].

A powerful, charismatic leader is having problems. The help of a respected specialist is requested. The consultant notes that the leader makes an attempt to personally address any disagreements and issues among his followers. People wait in line outside his office because he is busy and overwhelmed by the amount of business. The expert advises the boss to develop his organization by delegating responsibility in order to empower subordinates to handle the strain. These subordinates need to be picked for both their moral integrity and their leadership abilities: They must be honest and unaffected by financial gain. Under the new structure, which should resolve all daily issues at the lowest level possible, only the most critical and difficult issues should be brought before the leader [3], [4]. Leaders should focus on strategy, which includes engaging with

superiors, coming up with original ideas and sharing them with their followers, as well as pointing them in the appropriate directions and delegating the essential chores. The case's outcome is: The scenario states that the leader listens to the consultant and conducts the reorganization while taking into consideration the workforce's behavioral aspects [5], [6].

Relationship Between Management and Organizational Behavior

Organizational behavior is concerned with describing and comprehending organizational phenomena, while management is a collection of practical problem-solving skills that may be utilized to protect, defend, or develop the firm's competitive edge. When managers first begin studying organizational behavior, they will be amazed at how quickly they can apply what they have learned to the problems they encounter at work. Managers will get a thorough grasp of the major organizational behavior disciplines and learn different ways to adapt their management philosophies in order to account for the fresh data obtained from the study of organizational behavior. As organizational behavior knowledge grows, managers will become more skilled at understanding and interpreting the behavioral implications of the problems their firm is facing. Taking a sales manager as an example My employees don't want to work with the members of the production team. They believe that the sole concerns of production managers are output goals and inventory control. Their poor customer focus is really affecting our product warranties [7], [8]. Organizational behavior is influenced by numerous academic disciplines.

First, psychology

Since the second part of the nineteenth century, psychology has been an area of study. Psychology is the study of human behavior. Science attempts to measure, understand, and sometimes influence human behavior. The origins of psychology may be found in physiology and philosophy. In order to better understand human behavior, psychologists are interested in examining it [9], [10].

Sociology

Organizational behavior research has tremendously benefitted from sociology's knowledge of group and intergroup interactions. Sociology is the social science. A sociologist is interested in the various roles that exist within a society or culture, the norms and standards of behavior that develop within societies and groups, and the analysis of the effects of compliant and deviant behavior within social groups because sociology starts with society rather than the individual.

Social Psychology

Social psychology is a branch of psychology that examines how people interact with one another. It borrows concepts from both psychology and sociology. Measurement, analysis, and adjustment of attitudes, communication styles, the ability of group activities to suit the needs of people, and group decision-making processes have all benefited from the work of social psychologists.

Anthropology

It's crucial to comprehend company culture. It is the study of learned human behavior. Anthropologists research societies to learn more about individuals and how they behave. Their research on cultures and environments has benefited in our comprehension of the underlying differences in basic beliefs, attitudes, and behavior across people in different countries and within different organizations.

Political Science

Political scientists study how individuals and groups act in a political environment. Political scientists are becoming more aware of the fact that organizations are political entities and that a political perspective is necessary if we are to successfully foresee and explain the behavior of people inside organizations. Political scientists have significantly improved our understanding of organizational behavior. Jane Arnold wants to work as a manager. Her marketing, finance, and accounting subjects were enjoyable. She received some detailed answers from each of them. She is currently being cautioned by the lecturer of her organizational behavior course that managing people doesn't have many easy fixes. The presenter discussed some contemporary problems, the background of the course, and the crucial part behavioral science ideas play in it. Jane is really perplexed. She enrolled in school to get guidance on interpersonal skills. But it doesn't seem like this route is heading in that direction.

Organizational Behavior Model

1. Autocratic Model: Autocratic models are focused on official strength, power, and authority. In an autocratic organization, individuals in charge of performing the responsibilities have the legal authority to oversee the employees who answer to them. These lower-level employees have little control over how the task is carried out. Their inventions and ideas are often not valued since the most crucial decisions are made at the highest management level.

2. Custodial Model: The custodial model was developed on the premise that providing employees with financial security via wages and other benefits will motivate and encourage employee loyalty. The fundamental tenet of the company is that by enhancing employee knowledge and competence, they will achieve a competitive advantage via a more highly skilled and motivated workforce.

3. A Supportive Strategy: This strategy is centered on emerging leaders. Instead, than being centered on control, authority, or incentives, it aims to motivate employees via the manager-employee relationship and how workers are treated on a daily basis.

4. Collegial Model: In the collegial model, everyone works as a team and is focused on cooperation. In order to build a better company, this model has to be represented in the whole environment and corporate culture, where everyone actively contributes, where it is not about rank or job titles, and where cooperation is encouraged.

The collegial approach is effective in organizations that must innovate, such as marketing teams, research and development divisions, technology/software firms, and generally wherever the competitive climate is ever-changing and ideas and creativity are essential for competitive success.

DISCUSSION

Tabular Representation

Interpretation of different models

1. As human behavior is better understood or as social conditions change, the model will eventually evolve. There is never a best model.
2. Organizational behavior models and the hierarchy of human needs are related. As society advances in the hierarchy of needs, new models are developed to meet the demands that are of the highest order and most pressing at the time.

3. There will be a long-term tendency toward more democratic organizational behavior models.
4. Despite the fact that new models are now the most appropriate for general use, multiple models will still be employed since job needs change over time and from organization to organization.

Values are basic principles that say that one course of action or state of being is superior to another, the opposite, or the inverse course of action or state of being on an individual or communal level. As a result, value serves as a standard for deciding what is RIGHT, GOOD, or DESIRABLE. Anything that we hold in high regard and esteem is referred to be a value. The answers to these queries are filled with value. For instance, some would argue that the justification for the death sentence is because it punishes crimes like treachery and murder. Others, however, would make the equally vociferous claim that no government has the power to put anyone's life to death.

Knowledge of Values

According to M. Haralambos, a value is a belief that something is good and desirable. According to R.K. Mukherjee, values are socially acceptable goals and desires that get internalized via conditioning, education, or socialization and take the shape of arbitrary preferences, standards, and aspirations. Values, according to Zaleski and David, vary from norms in that they specify how people should behave.

Sources of Values

Value is an illustration of a person's standards, convictions, and aspirations. The sources from which values are obtained might be internal or external. Numerous factors are greatly influenced by genetics. The remaining portion is a result of external factors including peer pressure, family expectations, teacher expectations, and other environmental factors, as well as country culture. Our parents, teachers, friends, and other people help shape our beliefs most significantly throughout our early years. You probably developed a lot of your early ideas about right and wrong in reaction to what your parents thought. As you grew older and were exposed to various value systems, some of your values may have altered.

System of Values' Relevance

Values are essential to the study of organizational behavior because they provide the foundation for comprehending attitudes and motivation and because they affect how we see things. People enter organizations with preconceived notions of what they think ought to be and ought not to be. Of course, these concepts do not lack value at a fundamental level. Instead, they provide perspectives on what is right and wrong. They also suggest that certain acts or outcomes are preferred over others. Thus, values cloud objectivity and logic. Values generally have an effect on attitudes and behavior. 10 Imagine joining a firm with the mindset that performance-based remuneration is superior to or right than seniority-based compensation. What would you do if you found out that your new employer valued seniority above performance? You'll likely be disappointed, which might lead to job unhappiness and a decision to put in little to no effort since it's probably not going to lead to more money, anyway. Would your opinions and actions change if your values aligned with the company's remuneration policies? without a doubt.

Different Values

Can values be grouped together? Yes, it is the answer. In this part, we look at two approaches to developing value typologies.

1. Terminal Values: Idealized end conditions. the goals one would like to achieve in life. A person aims to accomplish these objectives during the course of their lifetime. Consider, for instance, having a pleasant life, an intriguing life, a sense of accomplishment, pleasure, freedom, inner harmony, a beautiful world, self-respect, sincere friendship, social acceptance, and a peaceful world.

2. Instrumental Values: Preferable ways to behave or approach situations in order to achieve one's ultimate objectives. Being ambitious, open-minded, competent, happy, courageous, forgiving, helpful, honest, loving, obedient, and courteous are a few examples. People from different generations have different value systems, and depending on which generation they are a part of, they function in different ways. The Silent Generation, or traditionalists, who lived before 1945 1946 to 1964: the Baby Boomer era. Generation X (born between 1965 and 1976). Generation Y, often known as the Millennials 1977-1995. Centennials or Generation Z, born between 1996 and the present. Carefully complete this exercise to discover your own set of values. Step one is to identify your core values. Combine all similar values from the list of values you just created. Pick the term that best encapsulates the name of the whole group within each grouping.

Concept of Attitude

Attitudes are the wide emotional, cognitive, and intentional responses that individuals have to objects, other people, themselves, or society issues. Positive or negative assessments may be made about objects, people, or events. They act as a mirror for one's emotions. Individuals respond favorably or unfavorably to a range of things, such as colleagues, superiors, their own appearance, etc. The importance of attitudes may be observed in how they affect conduct. Employees often use the term I like my job to express how they feel about their work.

Characteristics of Attitude

These characteristics best define attitudes:

1. A person's attitude refers to their propensity to perceive particular things positively or adversely.
2. Attitude is what is most common. At work, people have views on a wide range of topics that are pertinent to them. These beliefs are established profoundly in a complex psychological belief structure.
3. Attitudes and values are not the same. Values are the standards, but attitudes are constrained and consist of our feelings, beliefs, and behavioral preferences toward a certain thing or situation.
4. An attitude is a propensity to respond to a certain series of experiences.
5. Attitudes are assessments that might be good or negative of objects, people, or events.

Common Attitude

The three components of the attitude model are emotional, behavioral, and cognitive. The ABC Attitude Model is the name given to it.

1. **Cognitive:** The element of attitude that makes up an idea or view
2. **Behavior:** The intention to behave in a certain way toward someone or something.
3. **Affective:** The emotional or sensual component of an attitude.

Cognitive Dissonance Theory

Leon Festinger first proposed the cognitive dissonance concept in 1957. According to this theory, people desire their views and actions to be consistent with one another. When people become aware of disagreement between their beliefs or between their attitudes and their behaviour, they are said to experience cognitive dissonance, an unpleasant state of arousal that motivates them to re-establish consistency by changing one of their attitudes or their actions. As a result, acting in a way that is at odds with one's beliefs causes cognitive dissonance in the individual. Then, he or she attempts to decrease the dissonance by changing the attitude or behavior.

Definition of Cognitive Dissonance

Discord between a few attitudes, or between behavior and attitudes. It describes any apparent conflict between two or more people's opinions, or between people's behavior and attitudes. Every individual may reduce cognitive dissonance in their lives using one of three techniques. Let's compile a list of all the methods before we get into further depth about each one.

1. Change your attitude, conduct, or both.
2. Play down the importance of the competing behaviors.
3. Seek for elements that are more in consonance than conflict.

These techniques will be easier to understand if they are explained with a small example. In order to better understand things, let's read a case first. Let's assume Samantha is willing to help others. One day, her manager approaches her and inquires about her interest in working on a special project for a large new client. The task was due in two months. Her boss even promises a one-time incentive if the project is completed on time since it would generate a lot of revenue. Two of her students have also come to her for help with a project. Samantha thinks she can help them the best given her past experience, but she also feels under strain given the demands of her present task. Samantha is free to decide how she wants to spend her time, but she doesn't want to finish the job before the deadline. Change your attitude, your actions, or both:

1. Samantha may either persuade herself that the special project is too important for the company, making it impossible for her to assist her peers, or she might schedule extra time each day or week to aid her colleagues.
2. Minimize the importance of the opposing actions: Samantha might minimize the notion that she must help her friends whenever they ask for assistance.
3. Look for harmonious elements that counterbalance discordant ones. Samantha can convince herself that she is powerless since the company needs the money and that she needs the bonus to help.

Workplace Attitude

Why is it so important for management to take employee attitudes into account? Employee engagement, perceived organizational support, organizational commitment, and work satisfaction are the main drivers.

Organizational Commitment

1. How much a worker identifies with and wants to stay a part of the goals of a certain company.
2. There is a positive relationship between organizational dedication and work productivity.
3. Committed employees don't take vacations.
4. Uncommitted employees are less committed to the business.
5. Employee Engagement
6. A person's dedication, satisfaction, and love for the work they do.
7. Highly engaged employees that are highly driven.
8. Unfocused employees that are not interested in their work.

CONCLUSION

In conclusion, knowledge and managing human behavior inside of businesses may be aided by a knowledge of organizational behavior and the principles behind individual behavior. Companies may create a supportive work environment, increase employee engagement, and improve organizational performance by looking at individual-level factors including personality, perception, motivation, and attitudes. Applying this knowledge to areas like hiring, development, and leadership might lead to a positive company culture and better overall outcomes. Researching OB and the factors that influence a person's behavior also has applications for leadership and team dynamics. Employing the right leadership techniques and taking into account individual differences may improve employee performance and satisfaction. Additionally, successful cooperation and collaboration may be facilitated by having a thorough understanding of team dynamics, communication patterns, and conflict resolution techniques.

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CHAPTER 7

JOB SATISFACTION: UNDERSTANDING EMPLOYEE CONTENTMENT AT WORK

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ABSTRACT:

Job satisfaction is a critical concept in the field of organizational behavior, encompassing employees' attitudes and feelings towards their work and the overall work environment. This chapter provides an overview of the concept of job satisfaction, highlighting its importance in understanding employee well-being, motivation, and organizational outcomes. It explores the factors that contribute to job satisfaction, such as the nature of work, relationships with colleagues and supervisors, compensation, and opportunities for growth and development. The chapter also discusses the implications of job satisfaction for individuals and organizations, including increased job performance, reduced turnover, and improved overall organizational effectiveness.

KEYWORDS:

Autonomy, Burnout, Career Development, Compensation, Coworker Relationships, Employee Engagement, Job Characteristics.

INTRODUCTION

a favorable impression of a job that results from an analysis of its qualities. Do not forget that a person's employment entails more than simply the typical tasks of sorting through paperwork, serving clients, and operating heavy machinery. Jobs need interacting with coworkers and superiors, adhering to organizational rules and regulations, achieving performance goals, putting up with often subpar working circumstances, and similar things.⁵⁷ As a result, an employee's evaluation of how content or unsatisfied they are with their jobs is a complicated accumulation of several distinct work components [1], [2]. Employees often like positions that provide a range of duties, independence, and feedback on how well they are doing, as well as chances to put their talents and abilities to use. These qualities make work tough on a mental level. those with little difficulty led to monotony, while those with enough challenge lead to dissatisfaction and feelings of failure. Most workers will feel happy and satisfied in situations with a reasonable level of difficulty [3], [4].

Employees prefer compensation structures and promotion procedures that they believe to be fair, clear, and consistent with their expectations. Satisfaction is likely to follow when compensation is seen as fair based on work needs, individual skill levels, and community pay norms. Of course, not everyone wants to be rich. Many individuals are ready to take less money in exchange for the opportunity to work at a more convenient location, in a position that is less demanding, or wholly at their own discretion. However, perceptions of fairness rather than actual income are what matter most in determining the relationship between salary and contentment. Employees also want fair

promotion processes and procedures. Promotions provide chances for social advancement, more duties, and personal development [5], [6].

In order to be comfortable and perform well on the job, employees are interested in their working environment. Employees prefer to work in safe and comfortable physical environments, according to studies. There shouldn't be extremes of temperature, light, noise, or other environmental factors for instance, too much heat or insufficient light. Additionally, most workers prefer working in settings that are clean, somewhat contemporary, and equipped with suitable tools and equipment that are also relatively near to their homes [7], [8]. The structure of the job and its rewards should reflect employee values. Management can increase job satisfaction by monitoring employees' perceptions of fairness and interacting with them in a way that makes them feel treated fairly. Management can also increase job satisfaction by understanding and meeting employees' needs [9], [10].

Attitudinal results of work satisfaction and behavioral outcomes of job satisfaction are the two categories into which the outcomes of job satisfaction have been split. These outcomes have a significant influence on employee productivity and performance levels and include motivation, work participation, withdrawal cognitions, and perceived stress as important aspects. Job performance, counterproductive work behavior, organizational citizenship behavior, and turnover are key contributors to these outcomes and have a significant influence on worker productivity and performance. Case Study: Middle-level manager Fatima constantly meets the standards and objectives that are set for her. She has established fruitful working connections with her coworkers, and upper management has recognized her High Potential status. She does not, however, like her work. Because she wants to know how her company can utilize social media for marketing initiatives across all organizational levels. But she is unable to pursue this notion because of her employment. She wants to leave her current position in order to pursue her passion for something else.

Concept of Education

A learned alteration in behavior that is largely lasting. Learning aids in directing and guiding motivated behavior. Both an emotional and an intellectual process, learning. The two main components of the phrases above are:

1. The modification must be essentially permanent. This implies that our conduct must change, either for the better or for the worse, relative to how we behaved before this learning event. For instance, you learn how to drive a vehicle or operate a computer.
2. Experience or practice of some type must have led to this transformation. Biological maturation is not the cause of this learning. A kid does not naturally learn to walk. It is a biological event. No one teaches us how to eat or drink.

Three ideas have been proposed to explain how we develop our behavioral patterns:

Theory of Classical Conditioning

Even though classical conditioning is one of the most basic learning methods, it has a significant impact on our attitudes, preferences, and emotional reactions. Each of us has developed a distinct manner to react to various words and symbols. The connections we develop via classical conditioning have a significant impact on our lives. Much of what we know about the fundamentals of classical conditioning is because to Ivan Pavlov, whose study on the conditioned response in

dogs first made it public. Theorems of classical conditioning, operant conditioning, and social learning

Determining Factors for Classical Conditioning

The intensity of a classically conditioned response and the amount of time needed for conditioning are both influenced by four main elements.

1. The quantity of times the unconditional stimulus and the conditioned stimulus are paired. The conditioned reaction is often stronger the more pairings there are.
2. The unconditioned stimulus's potency. A conditioned response will be more potent and acquire more quickly when it is associated with a powerful unconditioned stimulus as opposed to when it is paired with a weaker unconditioned stimulus.
3. The degree to which the conditioned stimulus accurately predicts the unconditioned stimulus is the third and most crucial aspect. According to research, just pairing a neutral stimulus with an unconditioned stimulus repeatedly does not result in classical conditioning. The appearance of the unconditioned stimulus must likewise be reliably predicted by the neutral stimulus. For instance, a tone that is consistently followed by food will cause greater salivation than a tone that is seldom followed by food.
4. The time frame in which the conditioned and unconditioned stimuli are related. If the conditioned stimulus comes just before the unconditioned stimulus, conditioning will happen more quickly. When the two stimuli occur at once, it happens more slowly or not at all. When the conditioned stimulus comes after the unconditioned stimulus, conditioning seldom happens.

Conditional Operation

According to the theory of operant conditioning, behavior is a function of its results. People learn how to act in order to get their desired outcomes or to prevent undesirable outcomes. Operant behavior contrasts reflexive or unlearned behavior with voluntary or taught behavior. The reinforcement or lack of reward brought on by the consequences of the behavior affects the propensity to repeat such behavior. Therefore, reinforcement makes a behavior stronger and raises the probability that it will be repeated.

DISCUSSION

Factors Influencing Operant Conditioning

Response rate, resistance to extinction, and the speed at which a response is learned are all influenced by many variables. The strength of the reinforcement is the first consideration. In general, acquisition of a response is stronger as reinforcement magnitude rises. For instance, if employees received a raise in pay, they would be encouraged to work longer and harder. According to research, the difference between predicted and actual reinforcement levels has an impact on performance levels. For instance, if your income was abruptly slashed in half, it would surely affect how well you performed at work. Additionally, if your company increased your compensation, things may become a lot better.

The promptness of reinforcement is the second element influencing operant conditioning. Responses are more successfully trained when reinforcement is given right away. Generally speaking, a response is learned more slowly the greater the reinforcement lag. The learner's degree

of motivation is the third aspect that affects conditioning. You will pick up the game of football more quickly and practice more if you have a strong motivation to do so. A hungry animal would pick up information more quickly than one that was full, according to Skinner, when food is the driving factor.

Social Development

According to Albert Bandura, a lot of actions or reactions are learned via observational learning. When we watch how others behave and record the repercussions of that behavior, we are engaging in observational learning, often known as modeling. Models are people who exhibit certain behaviors or whose actions are mimicked. Parents, actors, and athletes are often influential role models. A model's status, skill, and power are all tied to how effective they are. The model's age, sex, beauty, and ethnicity are other crucial considerations.

Fundamentals of Social Learning

1. Attention: People may learn from their models if they recognize and focus on the important characteristics. In reality, we are more likely to be influenced by models that are appealing, often **accessible, or significant to us.**

2. Retention: The extent to which a person can recall or store in memory the behavior or action demonstrated by a model when the model is no longer accessible determines the impact of the model.

3. Motor Reproduction: The person must now translate the activity of the model into his own action. This procedure shows how successfully a person can carry out the modeled activity. 4. Reinforcement Process: If incentives and rewards are given to individuals, they will be more likely to exhibit the modeled behavior.

Modification of Behavior

By tying salary and benefits directly to certain kinds of performance, managers may maximize the impact of these compensation packages. The application of reinforcement theory to people in the workplace is represented by the use of behavior modification, sometimes known as OB Mod or OB Mod. In the OB Mod program, managers identify employee behaviors that are linked to performance and then put an intervention plan into place to improve positive performance behaviors and reduce negative behavior.

Character, Emotions, and Motivation

In our daily lives, we all experience many emotions at various times, including joy, sorrow, anger, rage, love, sympathy, jealousy, hate, fear, anguish, etc. What are these emotions that we encounter throughout our lives? Why do we experience these? Can you imagine living a life without these emotions or experiences? These are really feelings. Without emotions, our lives would have been utterly dull and pointless. Most often, our thoughts are influenced by our feelings and how we feel about certain things. Even our perception is sometimes influenced by internal sentiments, emotions, wants, and aversions rather than external stimuli. As a result, sentiments and emotions play a significant role in the dynamics of human behavior. Feelings and outward conduct are tightly intertwined in real life. Knowing the distinction between emotions and feelings, which are closely connected and have an impact on our actions both collectively and individually, is crucial. Feelings and emotions often manifest as distinct phases of the same occurrence.

The Latin term *persona* which refers to a mask an actor wears when portraying a character on stage) is where the English word *personality* originates. Thus, personality is understood to refer to a person's distinctive behavioral pattern or style that may be inferred from his outward appearance. The outward characteristics of a person include their attire, voice, movements, postures, habits, and facial expressions. Therefore, a person with excellent exterior qualities is seen to have good internal qualities, and vice versa. But you are aware that this is not the case. A personality cannot be created by environmental factors alone. Getting the job done by the personnel of the businesses is the largest difficulty they confront. The amount of employee incentive is wholly responsible for this. Their needs and organizational expectations serve as the basis for their motivation. The company will be able to achieve its goals if the personnel are sufficiently motivated. The process of igniting and maintaining behavior that is goal-directed is called motivation.

One of the most complicated concepts in organizational behavior is motivation. The Latin word *movere* which means to move is the source of motivation. A motivation is an underlying feeling that motivates conduct toward desired outcomes by motivating, activating, or moving one. Therefore, motivation is the psychological power that propels a person toward the accomplishment of certain objectives or the fulfillment of particular wants. The whole of a person's responses to and interactions with others. persistent traits that characterize a person's behavior. Personality characteristics are used to characterize personality. The organizational pattern dictates the kind and degree of adjustment an individual makes to his environment, and this adjustment-pattern is unique to each person. Personality is not static but dynamic. Scientists from all fields of knowledge viewed personality from various aspects, with the Latin definition of the word *persona* taking a backseat and accepting personality as an all-inclusive notion.

Personality Type Definition

The most popular definition of personality was provided by Gordon Allport approximately 70 years ago. He said that a person's personality is the dynamic organization within himself of those psychophysical systems that determine his particular adjustments to his environment. Personality is a wide, amorphous term that refers to a person's basic methods of approaching both others and oneself, according to J.B. Kolasa. The majority of psychologists and behaviorists use this phrase to describe the research into an individual's defining characteristics, the connections between these characteristics, and how they interact with others and their environment. Personality is a pattern of a person's states and characteristics that influences his or her behavior toward goal achievement, claims Gluck. Each individual protects these states in a different manner. Personality is described as a very diverse and complex psychological concept by James D. Thompson and Donald Van Houten. We must acknowledge and explain the fact that development results in man acquiring a distinctiveness or uniqueness that gives him identity and enables him and us to recognize him as apart from others. The word *personality* may mean something like outgoing, energizing interpersonal abilities. The word *personality* encapsulates these distinctive qualities. Factors Affecting Each Person's Personality

1. Heredity

Basically, this factor consists of three components: the influence of genes, physical characteristics, temperament, and muscle composition. The elements that were predetermined at conception are referred to be hereditary. The chromosomal structure of the genes, according to the heredity method, is the most important factor in determining a person's personality. Animal studies have shown that both physical and psychological traits may be passed down through the generations.

However, there is not enough human studies to back up this claim. However, both psychologists and geneticists now acknowledge that genetics has a significant impact on a person's personality.

2. Socialization

This variable primarily consists of three components: Parents, teachers, and friends all have an impact. The process by which a person obtains the behaviors that are eventually synthesized and assimilated from the very large variety of behavioral potentialities that are available to him or her is known as socialization. The first interactions between a mother and her new baby serve as the foundation for socialization. After infancy, the father, brothers, sisters, and other close relatives in the immediate family. Noting family or friends, the social group - including classmates, school friends, and coworkers - plays crucial roles.

Organizations Use Personality Assessments

Both job applicants and workers have distinctive personalities, characteristics, and behavior. Some of these characteristics might influence whether or not these people will successfully integrate into your organization's culture. Personality tests are often seen as an essential component of the puzzle since job interviews can only reveal so much about a person.

1. Choice-Making: According to Murphy, a personality test may assist in informing your hiring choice if your organization has determined the kind of personality that would match the firm. She cautions that knowing a candidate's personality information might be troublesome if the organization hasn't specified the kinds of personality it desires. As an example, organizations like Facebook, Google, Amtrak, and Kroger have benefited from the usage of personality testing in the employment process.

2. Career Development: Personality tests may provide vital insights on external candidates by offering objective and scientifically-validated explanations of people's thinking style, behavioral tendencies, beliefs, and motives, the author claims. As part of a continuous internal development program or to better understand current workers who are being considered for a new position, they are also helpful.

3. Correct Personality: For instance, an introverted worker could want a more autonomous role, while an extroverted worker would value teamwork. Your team will function more cohesively if you are aware of what each member contributes best to. By completing personality tests and evaluating the results, you may build a more cohesive team.

4. Leadership: Personality evaluations are crucial to the development of leaders. Strategic self-awareness, or understanding of how they are seen by others, is something leaders may get through personality tests that are based on reputation.

Characteristics

Several personality qualities have a lot to do with organizational behavior. Below are listed these:

1. A core self-assessment.
2. Self-reporting.
3. A proactive nature.
4. The Zone of Control.
5. Self-esteem.

1. Core Self-Evaluation: How much do you appreciate or detest yourself? With the aid of both positive and negative self-evaluation, this may be further clarified. A positive self-perception improves work performance. A negative self-evaluation will result in less effective work.

2. Self-Monitoring: This is the capacity to modify behavior in response to environmental circumstances. High monitors are more inclined to comply and take on leadership roles.

3. Locus of Control: This concept relates to a person's perception that events are either within their control or are decided by factors outside of their control.

4. Self-Esteem: Self-esteem is the way we feel about ourselves, whether it's positively or negatively. People with high self-esteem can refuse requests and take criticism, but those with low self-esteem find it difficult to accept even pleasant comments. They always live in dread of failing because they think that others are superior to them.

5. Pro-active Personality: These are the individuals who see chances, take the initiative, act, and keep going until significant change takes place. They are committed to getting through challenges and limitations.

Big Five Personality Model

The five-factor model of personality places an emphasis on the actions you take in response to other people, shifting situations, and your surroundings. The two remaining behavioral variables have to do with problems at work and with depression. The five major personality assessments gauge how strongly you behave in these five areas.

1. Agreeableness: How do you respond to the views of others? You are seen as amiable if you can accept them with ease. However, Howard and Howard consider you to be a contender because of your powerful emotions. People that exhibit this trait are helpful, cooperative, amiable, kind, and nurturing. People who are aggressive and self-centered are on the other side.

2. Openness to change: According to the Five Factor Model of Personality, you are open to change when you welcome fresh perspectives and make adjustments. When you stay away from novel trials and adhere to laws and regulations to a tight T, however, you are seen as being near to change. High performers in this area are creative, inquisitive, receptive to new ideas, and interested in the arts. Low scorers, on the other hand, are stiff.

3. Extraversion: Are social gatherings your thing? Or do you rather be alone? The five-component model of personality places a lot of importance on how you choose to interact with your surroundings. When you apply for a position as a screenplay writer or a cricket commentator, different standards are used. It describes those who are outspoken, extroverted, talkative, socially engaged, and fun-loving. People that are bashful are the opposite.

4. Constancy: How seriously do you take your work? Achievement-oriented, reliable, responsible, cautious, diligent, industrious, and self-controlled people score well on this criterion. Impulsive folks are the complete opposite.

5. Neuroticism: How do you cope with sadness? High scorers on this component tend to be hypertensive, nervous, concerned, upset, and emotionally unsettled. People who are in good mental health are on the other side.

CONCLUSION

In conclusion, Job happiness is a vital idea that has a big influence on both people and businesses. Employee benefits, such as greater motivation and wellbeing, may result from knowing the elements that affect work satisfaction and taking proactive steps to improve it. Organizations that place a high priority on work satisfaction also benefit from better employee performance, lower employee turnover, and increased organizational effectiveness. Organizations should try to build supportive workplaces that prioritize employee wellbeing, provide chances for professional development, and encourage strong working relationships between staff members and managers in order to increase job satisfaction. Fair remuneration policies, regular praise, and recognition are also crucial for maintaining high levels of work satisfaction.

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CHAPTER 8

EXPLORES THE THREE EGO STATES: COMMUNICATION AND BEHAVIOR

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ABSTRACT:

Transactional analysis (TA) is a psychological theory and therapeutic approach that focuses on analyzing and understanding human interactions and behaviors. This chapter provides an overview of transactional analysis, highlighting its key concepts, principles, and applications in clinical settings, as well as personal and professional relationships. It explores the three ego states (Parent, Adult, Child) and their influence on communication and behavior, along with transactional analysis techniques such as life scripts, transactions, and ego states analysis. The chapter also discusses the practical implications of transactional analysis for improving self-awareness, communication skills, and fostering healthy relationships.

KEYWORDS:

Active Listening, Assertiveness, Body Language, Conflict Resolution, Empathy, Feedback, Nonverbal Communication.

INTRODUCTION

It is a technique for comprehending interpersonal communication. It was first created by an American psychiatrist named Eric Berne, who drew inspiration from Sigmund Freud's beliefs. Berne, who had a background in psychoanalysis, started out by developing what would eventually become known as Transactional Analysis because he desired a theory that everyone could understand and use. The social psychology practice of transactional analysis is also a means of enhancing communication. The theory describes how we have evolved and treat ourselves as well as how we interact to and communicate with others. It also makes recommendations and suggests actions that will help us develop and change. The idea that underpins Transactional Analysis is that Human Ego States [1], [2]. In order to better understand how we are put together and how we interact with others. Berne developed the idea of ego states. These are one of the foundational elements of transactional analysis and are represented by three stacked circles. They are known as Parent, Adult, and Child, and they classify the ways we think, feel, and act. To distinguish between genuine parents, adults, and children, each ego state is given a capital letter [3], [4].

1. Parent Ego State: This is a collection of emotions, ideas, and actions that we have adopted from our parents and close friends. As we mature, we absorb the thoughts, attitudes, and actions of our parents and other primary caregivers. There are more individuals to learn from and absorb information from if we live in an extended family. When we do this, it is referred to as introjecting, and it seems as if we are absorbing the whole caregiver [5], [6].

2. Adult Ego State: The adult ego state is all about instantaneous reactions to the present. We respond to the events of the present in ways that are not unhealthily affected by the events of the

past. The adult ego state is about being impulsive, conscious, and capable of closeness. When we are in our adult state, we can see individuals for who they really are instead of what we have projected upon them. We seek knowledge rather than continue to be afraid and rather than assume.

Third, Child Ego State

The Child ego state consists of a series of actions, ideas, and emotions that we relive from our own infancy. If the supervisor summons us into his or her office, we could feel queasy right away and wonder what we did wrong. If this were looked into, we could recall the incident when the principal brought us in to give us a talking to. Of fact, not all of the Child ego state's experiences are bad. When we enter someone's home and smell a pleasant scent, we could be reminded of the warm sentiments we had when we were six years old and think back to the time we spent at our grandmother's house. The Parent and Child ego states are both evolving all the time [7], [8].

Sense of Self: Johari Window

An example of self-awareness, individual growth, group growth, and relational comprehension. a straightforward and practical instrument for teaching and comprehending self-awareness, personal growth, strengthening interpersonal connections, group dynamics, team building, and intergroup interactions. developed in the 1950s by American psychologists Joseph Luft and Harry Ingham, who gave it the nickname Johari by fusing their first names.

1. Open area, open self, free area, free self, or the arena: what a person knows about themselves and what others likewise know about them
2. Blind region, blind self, or blind spot: what a person is unaware of in themselves yet is aware of to others
3. What the individual knows about themselves that others do not know: hidden area, hidden self, avoided area, avoided self, or façade
4. Unknown area or unknown self: what a person does not know about themselves or what others do not know about them [9], [10].

Perception Principle

the method through which people arrange and interpret their sensory inputs to give their surroundings meaning. In perception, a person receives sensory input and refines, adjusts, or entirely changes it using his or her mind.

1. A worker expresses their opinion.
2. Organizational Support.
3. Pay Equity
4. Workplace Situations
5. Whether a job task is enjoyable
6. Is my company a fantastic place to work?

The main way we learn to comprehend our environment and ourselves is via perception. The process of evaluating information about another person is known as social perception. Social perception is intimately related to how one person sees other people. Participants in formal organizations are continually aware of one another. The perception cycle includes managers observing employees, employees perceiving managers, line employees experiencing staff employees, staff employees perceiving line employees, superiors perceiving subordinates,

subordinates perceiving superiors, and so on. Although there are many intricate aspects that affect how people see others, psychological processes and personality traits are the main influences.

DISCUSSION

Factors Influencing Perception

A number of factors operate to shape and sometimes distort perception. These factors can reside:

Specifications of the Perceiver

The perceiver's traits may influence perception in a number of ways. When a person seeks to understand what a target stands for by looking at him or her, the perception is often impacted by the perceiver's own personal traits. The primary traits of the perceiver that affect perception are:

Attitudes

Attitudes of the perceiver influence perception. Consider the scenario where Mr. X is evaluating applicants for a crucial job in his company that entails negotiating contracts with suppliers, the majority of whom are men. Mr. X could believe that women are unable to compete in difficult discussions. His judgments of the female prospects he interviews will undoubtedly be impacted by this approach.

Moods

Moods may have a significant impact on how we see others. When we are pleased, we think differently than when we are miserable. Additionally, we retain knowledge better when it is congruent with our emotional state than when it is incongruous with it. When we are feeling well, we have better first impressions of other people. We have a tendency to judge people negatively when we're feeling down.

Motives

Individuals are stimulated by unmet demands or motivations, which may have a significant impact on how they see the world. For instance, in the workplace, a manager who lacks confidence can see a subordinate's attempts to perform a superb job as a danger to his or her own position. Regardless of the subordinates' intentions, personal insecurity might manifest as the belief that others are trying to take my job.

Self-Concept

The self-concept of the person being perceived is another aspect that might influence social perception. A person with a positive self-concept is more likely to see the good in others. A negative self-concept, on the other hand, could cause someone to focus on the bad aspects of another person. We may see people more accurately when we have a better awareness of ourselves.

Interest

Our interests seem to have an impact on the area of concentration of our attention. We all have very different personal interests, so what one person perceives in a circumstance may not be what others see. A manager who was recently punished by his employer for being late, for instance, is more likely to notice his coworkers arriving late tomorrow than he was last week. Being focused in class may be challenging if you are troubled by a personal issue.

Cognitive Organization

The cognitive structure, or how a person thinks, also influences perception. Some individuals have a propensity to notice physical characteristics more quickly, including height, weight, and look. Others prefer to concentrate more on fundamental characteristics or inclinations. Instead, than focusing on only a few features, cognitive complexity enables a person to recognize several attributes in another individual.

Expectations

Finally, perceptions might be distorted by expectations since you will see what you anticipate seeing. The results of a study by Sheldon S. Zalkind and Timothy W. Costello on certain particular perceiver qualities show:

1. It is simpler to observe people properly when one is aware of oneself.
2. The traits that one has influence the traits that one is most likely to see in others.
3. Accepting oneself makes it easier for a person to recognize the good in other people. Accurate perception of people requires a variety of abilities.
4. These four traits have a significant impact on how a person sees other people in their surroundings.

What is perceived may be influenced by the target's characteristics, which are being observed. The way we see other people is greatly influenced by their physical appearance. Extremely attractive or ugly people are more likely to stand out in a crowd than those with average looks. A target's motion, sound, size, and other characteristics influence how we perceive it. The way we see other people is greatly influenced by their physical appearance. The target's physical characteristics, such as height, weight, estimated age, race, and gender, will be noticed by the perceiver. Physical traits that stand out from the norm, are intense, novel, or uncommon are often noticed by observers. Our perception of another person is often tainted by their physical appearance. Interviewers give attractive applicants better ratings, and they offer them larger beginning wages. Our view of targets is also influenced by their verbal communication. We form opinions about people based on the subjects they discuss, the tone of their voice, and their accent. A lot of information about the target is communicated nonverbally. In an effort to build an impression of the target, the perceiver analyzes the target's posture, eye contact, facial expressions, and body movements.

When a perceiver watches a target's behavior, they may infer what the target is trying to say. For instance, we could be alarmed if our manager approaches the threshold of our office. He's going to assign me additional tasks. Or, we can assume that he's wishing us well because we just achieved something. In each situation, the perceiver's perception of the target is influenced by how they perceive the target's intents. Since we have a propensity to group nearby objects and similar objects together, perception is influenced by the connection between a target and its backdrop. Nearby objects are more likely to be regarded as a single unit than as distinct ones. We often group unrelated items or occurrences together due to their closeness in space or time. Employees in a certain department, for instance, are seen as a group. When two departmental workers abruptly leave their jobs, we often believe they were connected, even if this is not always the case. The circumstances of the interaction between the perceiver and the target have an impact on how the perceiver perceives the target. For instance, a professor may not see his 20-year-old female student at the pool wearing a bikini. However, if the same girl shows up to the professor's organizational behavior class in a bikini, he will notice her. at a similar manner, seeing a manager at their office

may have an impact on how you perceive them in a way that differs from how you may perceive them if you had met them in a restaurant.

Assignability Theory

The process through which a person understands occurrences as being produced by a specific element of a very small environment is called attribution theory. Kelley has given it to you.

1. Simply said, the notion of attribution.
2. Describe how our perceptions of individuals vary.
3. Depending on the interpretation we give a certain behavior.

The act of assigning blame for someone else's or one's own actions is known as attribution. The most applicable application of perception theory to organizational behavior the problem of human perception is attribution. Organizations must take into account the consequences of the attributions or implied reasons we provide for behavior. We are requested to describe the conduct that served as the foundation for the performance while describing the reasons for an employee's performance, whether it be excellent or negative.

The degree to which peers act similarly in similar circumstances is referred to as consensus. In other words, we may refer to the behavior consensus if everyone who is presented with a comparable circumstance reacts in the same manner. A conclusion would be internal if just one employee behaved in a specific manner, as opposed to an external attribution if everyone in the same situation acted the same way. The degree to which a person performs the same way Notes in other circumstances is known as distinctiveness. We are interested in learning whether or not this behavior is rare. If it is, the observer will probably attribute the behavior to something outside of itself. If this behavior is routine, it will likely be classified as internal. Over time, a certain behavior's frequency is referred to as consistency. An observer searches for consistency in an individual's behavior. The tendency of the observer to assign internal explanations to a behavior increases with its consistency.

Effective Perception Obstacles

It is difficult to observe and comprehend what others do. As a consequence, people come up with methods for simplifying the work. These methods are not infallible. We often get false perceptions about people because of a variety of causes. These obstacles to perception are false perceptions of other people. They include the following:

- 1. Self-Serving Bias:** The propensity for people to blame external causes for failures while attributing internal causes for their own accomplishments.
- 2. Fundamental Attribution Error:** People and organizations often mistakenly attribute success to internal variables like talent or effort while attributing failure to external causes like unfavorable circumstances or unproductive coworkers.
- 3. Selective Perception:** We can speed-read people with the help of selective perception, but there is a chance that we can come to the wrong conclusion. We may infer incorrect conclusions from an unclear circumstance by seeing what we want to see. Individuals often disregard information that makes them uncomfortable or challenges their ideas due to selective perception, which is also our predisposition to choose information that supports our viewpoints. The propensity to judge someone generally based on a specific attribute is known as the halo effect. The contrast effect

refers to how a person's attributes are assessed in relation to previous encounters with others who score higher or lower on the same traits.

Color, size, or any other distinctive element may have a contrasting impact. Because of the candidate's position in the interview schedule, interviewers may inflate any specific candidate's rating throughout a series of job interviews. A candidate is more likely to be evaluated favorably if they are followed by weak candidates and less favorably if they are followed by strong applicants. A stereotype is a generalization made about a certain group of individuals. We use the shorthand known as stereotyping when we assess someone based on how we see them fitting into the group to which they belong. Stereotypes are useful for gathering and utilizing information because they condense knowledge about other individuals to a manageable level. It enables us to retain consistency while simplifying a complicated reality. If we employ preconceptions, it is easier to cope with an overwhelming amount of input. When stereotypes are true, they may serve as helpful perceptual guiding principles. The majority of the time, stereotypes are unreliable. Men aren't interested in childcare, older employees are unable to pick up new abilities.

Emotion

A subjective mental state is emotion. Emotions may be a response to both internal and external stimuli, such as occurrences in our surroundings. A mental and physical condition known as an emotion is linked to a broad range of emotions, ideas, and actions. Emotions are experiences that are subjective, or seen from a certain perspective. It often relates to temperament, personality, personality type, and disposition.

Definition of Moods

A mood is a mental condition that makes us more likely to behave in a certain manner. For instance, a person who is depressed is more prone to feel angry.

Basic Feelings

There are many feelings and combinations of emotions. Although there is disagreement over the core members and families of emotions, several theorists have offered the following: According to Daniel Goleman, the fundamental families of emotions are:

1. Fear includes a variety of emotions such as anxiety, apprehension, nervousness, worry, consternation, misgiving, wariness, qualm, edginess, dread, fear, terror, and in severe situations, phobia and panic.
2. Anger may be expressed in a variety of ways, including anger, outrage, resentment, wrath, exasperation, indignation, vexation, acrimony, antagonism, irritation, irritability, hostility, and sometimes even hate and violence.
3. Sadness includes sadness, sorrow, gloom, melancholy, self-pity, loneliness, dejection, despair, and, in the most severe cases, depression.
4. The following words and phrases are used to describe enjoyment: joy, happiness, relief, contentment, bliss, delight, amusement, pride, sensual pleasure, thrill, rapture, fulfillment, satisfaction, euphoria, whimsy, ecstasy, and, on the very edge, insanity.
5. Acceptance, amiability, faith, compassion, affinity, devotion, adoration, infatuation, and agape are all forms of love.
6. Contempt, disdain, abhorrence, aversion, dislike, and revulsion are all examples of disgust.
7. Surprise includes the words shock, awe, surprise, and wonder.

8. Shame includes shame, humiliation, chagrin, remorse, regret, regret, regret, and repentance.

Motivators for Emotions

The personality, weekday, time of day, weather, stress, lack of sleep, age, gender, and social activities are just a few examples of the many factors that might influence emotions.

1. **Personality:** Predisposed propensities to feel specific emotions and moods more often. Affect intensity is a measure of how strongly an emotion is felt.
2. **Time of day and day of the week:** good feelings and moods are experienced on days that are later in the week or close to the weekend. The morning hours are associated with negative feelings.
3. **Weather:** Although there is no scientific evidence to support this, many people believe that the weather affects their emotions, either positively or negatively.
4. **Stress:** As our stress levels rise, our emotions deteriorate. Our emotions suffer when we are stressed.
5. **Social Activities:** Physical, informal, and epicurean activities have a higher good impact than attending meetings and being inactive.
6. **Decision-Making:** Lack of sleep and low-quality affect mood, decision-making, and emotional regulation.
7. **Gender:** All emotions, with the exception of rage, are felt more strongly by women than by males. But it all relies on how someone is socialized in their culture.

Psychological Labor

A circumstance when a worker displays feelings that the company wants them to during interpersonal interactions at work. This idea came from the field of service jobs. A client's view of service quality is greatly influenced by the provider's ability to smile, make eye contact, and demonstrate genuine care for the requirements of the customer. These sorts of tasks constitute emotional labor when they are necessary for a worker's success.

Emotional Inconsistency

The term emotional dissonance describes conflicts between internal feelings and external emotions that individuals display. A mismatch between emotions, attitudes, beliefs, and behavior is referred to as this. For instance, you could believe that you should always be kind to customers regardless of their sentiments, yet you might have just been unpleasant to one.

Intelligence in Emotions

The capacity of a person to recognize their own emotions as well as those of others, to comprehend these feelings, and to control their emotions. The ability to recognize, evaluate, and control one's own, other people, and group members' emotions is known as emotional intelligence, and it is often quantified as an emotional intelligence quotient.

Model of Cascading Emotional Intelligence

Three primary components make up this concept of emotional intelligence: 1. Consciousness, which refers to the ability to recognize one's own and other people's emotions. This refers to comprehending the significance of emotions. Emotional stability is the capacity to control one's emotions. Imagine that your supervisor is exceedingly gloomy and that you are employed at an office. She is unable to inspire her staff with excitement or interest. She cannot comprehend why coworkers get angry with her. She often overreacts to issues.

Emotional Intelligence

The pattern of how people's biases in their thinking cause them to believe that one item or decision is better than another, as well as their clarity in discriminating within those biases to exercise clear and good judgment, is what is known as emotional intelligence (EQ).

Eq's Composition

Personal Competence and Social Competence are the two qualities that make up emotional quotient. Instead of emotional intelligence, use emotional quotient. While the literature often relates to the recognizing, experiencing, and use of emotions, if we treat emotional as an adjective and intelligence as a noun, it signifies a cognitive grasp of emotions. An effective salesman will be one who is very adept in recognizing, identifying, and feeling emotions in both oneself and others. People with high EQ will rise more quickly than someone with an equivalent IQ since they will have more friends and mentors in the workplace. People with high EQ will be more well-liked and respected in society or in politics, and they will be able to get more support for their ideas. Success was greater for those with higher EQs. When it came to entering a job, IQ established a floor or threshold. but, once that level was reached, it was EQ that would ultimately decide success. If EQ is a better predictor of success in life than IQ, it has the advantage that EQ can be changed via a program of focused learning. One may raise their EQ and therefore their life success regardless of their IQ or present degree of accomplishment.

EI applications in OB

- 1. Selection:** For businesses like Starbucks, where baristas often engage socially with customers, it's critical to hire staff with good emotional intelligence. Due to the company's status as one of the most respected in America and its devoted client base, emotional intelligence is a critical component of work effectiveness at Starbucks.
- 2. Making Decisions:** Positive feelings and moods tend to be beneficial. Positive emotions or a pleasant mood tend to speed up decision-making and improve problem-solving abilities.
- 3. Creativity:** People with good moods are more flexible and open in their thinking, and they generate more ideas and possibilities.
- 4. Leadership:** Emotional appeals are a key strategy used by persuasive leaders to get their points through. Corporate leaders are aware that in order for workers to embrace change and buy into their vision for the future of the firm, emotional content is essential.

CONCLUSION

In conclusion, A useful framework for comprehending social interactions, communication patterns, and behavior is provided by transactional analysis. People may increase their self-

awareness, their communication skills, and the quality of their relationships in both personal and professional settings by learning about the three ego states and using transactional analysis tools. In order to improve relationships in a variety of spheres of life, therapeutic treatments, and personal development, transactional analysis provides useful tools. Transactional analysis has applications outside of individual therapy. It may be used in many different contexts, including coaching, conflict resolution, leadership development, and counseling. Professionals may improve communication and cooperation, establish pleasant and fruitful relationships, and create healthier work environments by using transactional analysis concepts and approaches.

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CHAPTER 9

AFFECTIVE EVENTS THEORY: EMOTIONS AND THEIR IMPACT ON WORK

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ABSTRACT:

Affective Events Theory (AET) is a psychological framework that explores the impact of affective experiences on individuals' attitudes, emotions, and behaviors within the workplace. This chapter provides an overview of Affective Events Theory, highlighting its key concepts and implications for understanding the role of emotions in the workplace. It explores the triggers of affective events, the emotional reactions they elicit, and the subsequent outcomes for individuals and organizations. The chapter also discusses the practical applications of Affective Events Theory, such as employee well-being, job satisfaction, and organizational performance.

KEYWORDS:

Affective Experiences, Emotional Contagion, Emotional Labor, Emotional Regulation, Emotional States, Event Characteristics.

INTRODUCTION

a hypothesis that investigates how workplace events affect individuals differently depending on who they are. These feelings motivate behaviors that may help or hinder others at work. Organizational psychologists Howard M. Weiss and Russell Propazine created the Affective Events Theory model to explain how feelings and moods affect work performance and job satisfaction. The AET contends that environmental demands result in affective events that elicit emotional responses from organizational members, which in turn shape their attitudes and behaviors. The concept improves knowledge of the connections between workers' emotional responses to events that occur to them at work [1], [2]. The problems, duties, autonomy, job expectations, emotional labor, and uplifting behaviors are all included in the work events model. Employee reactions to these workplace incidents might be favorable or unpleasant. The intensity of an employee's response is influenced by their mood. Therefore, the strength of the emotional reaction has an impact on work satisfaction and performance. Additional job characteristics that are impacted include effort, quitting, deviance, commitment, and citizenship. AET that, contrary to popular belief, individual action in organizations is not necessarily a planned, purposeful, completely cognitive activity. Instead, we argue that managers' moods and emotions in reaction to both good and bad workplace occurrences have a big impact on how strategic decisions are made and, eventually, how things turn out at the organizational level [3], [4].

Imagine if a coworker drops off your morning coffee at your workplace without warning. You could feel delighted and astonished as a consequence of this enjoyable, albeit unexpected, encounter. You could feel proud if your employer is that coworker. You can be motivated to undertake something you hadn't intended to do previously by positive sensations from your job

experience. If your boss disciplined you harshly Your negative feelings could lead you to avoid work or behave rudely toward a coworker. A cause for doing anything is called a motivation. The strength, direction, and circumstances that lead individuals to act in certain ways are all topics of motivation. The word motivation may be used to describe a variety of things, including the objectives that people have, the processes by which they choose those goals, and the methods by which others attempt to alter their behavior. What drives people to labor? What makes some individuals more effective than others? Why does the same individual behave differently at various times? The people question is maybe one of the most important issues that companies are now facing. To achieve the intended objectives, a manager must motivate people to act. To do this, he must combine the many individual human talents and powers of the numerous individuals engaged into a productive team [5], [6].

Motivational Qualities

The following list of motivational traits is provided:

1. The psychological phenomena of motivation
2. A person has a deep-seated drive to do more. Better performance and organizational relationships result from increased individual motivation.
3. The process of motivation is ongoing.
4. Since there are no limits to what people need or want, there will always be more needs than there are resources to meet them.
5. Expected perceived value from an activity result in motivation. Expectancy or likelihood is referred to as perceived worth. Value + Expectation equals incentive.
6. From time to time and depending on the individual, motivation changes.
7. Due to the fact that everyone's motivation differs from person to person and from location to place, motivation likewise changes across time and space.
8. A person is driven by either good or negative motivation.

Incentives or rewards are the foundation of positive motivation. Incentive may be both financial and non-financial. Penalties, demands for justification, threats, fear, and other forms of negative motivation are used. fear of being fired or not getting a promotion [7], [8].

DISCUSSION

Types of Motivation

There are two types of motivation. Intrinsic motivation and Extrinsic motivation.

1.Motivation from Within

Self-generated elements may provide intrinsic motivation and have an impact on how individuals behave. It does not arise from outside incentives. When someone is turned on to one's task because of the favorable internal sentiments that are created by achieving well, that person exhibits intrinsic motivation. When people feel that their job is significant, interesting, and demanding and offers them a decent degree of autonomy, opportunity to accomplish and grow, and scope to utilize and develop their talents and abilities, it might take the shape of motivation by the work itself [9], [10].

2. Extroverted Motivation

The possibility or actual receipt of extrinsic incentives causes extrinsic motivation. When anything is done to or for someone to inspire them, this motivation takes place. These include incentives, higher compensation, accolades, or promotions as well as rewards and penalties including disciplinary action, pay withholding, or criticism. Extrinsic motivators have a quick and strong impact, but their effects do not always remain. Extrinsic motivators have a quick and strong impact, but their effects do not always remain. Because intrinsic motivators are ingrained in people and their work rather than being imposed from outside in the form of things like incentive pay, they are likely to have a deeper and longer-lasting impact.

Relevance of Motivating

The following points may be used to describe motivation in general:

1. Superior Performance: The company must make sure that its personnel are highly motivated. An employee that is highly motivated will work harder and feel a feeling of pride in the company. Work will be done with more efficiency, with less waste, increasing production, and a high level of performance.

2. Low Absenteeism and Staff Turnover Low motivation is the main factor in both low turnover and absenteeism. A high rate of absenteeism reduces output, results in subpar products, wastes resources, and throws off production schedules. Any company that has more turnover will suffer financially as a result of the increased recruiting, selection, training, and development costs.

3. Organization Change Acceptance: The external environment, where social change and technological growth take place, has a bigger influence on employee motivation. In order to avoid resistance to change and achieve organizational development, management must make sure that the changes are implemented in the company and that the advantages of them are communicated to the staff.

4. Organization's Appearance: The reflection of every corporation is its workforce. To keep employees up to speed with the newest skills, regular training and development programs should be set up. The staff will benefit from it, and the organization's reputation will be enhanced. A positive corporate reputation will benefit the brand reputation of the goods and services the company is promoting.

Motivational Theory

There are many theories of motivation, most of which are complimentary to one another. There are two types of motivation theories: content theories and process theories. Additionally known as traditional theories and modern theories.

Early Motivation Theories:

Three early ideas of motivation are as follows:

1. Abraham Maslow's theory of the hierarchy of needs.
2. Herzberg's two-factor theory/theory of motivation and hygiene.
3. Theory of Alderfer's ERG

1. Maslow's Theory of Motivation

The needs hierarchy created by Maslow is the most well-known. According to his theory, there are five main need categories that apply to all humans, beginning with basic physiological requirements and progressing through a hierarchy of safety, social, and esteem needs to the need for self-fulfillment, which is the greatest need of all. When a lower need is met, the next greatest one rises to take precedence, and the person shifts their focus to meeting this need. But one's craving for satisfaction cannot ever be satiated. Man is a wanting animal, and only an unmet need may drive behavior, with the dominant need serving as the primary driver. As individuals advance in the requirements hierarchy, their psychological growth occurs, although this is not always a linear process. Even if they are momentarily inactive as motivators, the lesser needs persist, and people often revert to previously met wants.

1. Physical Requirements

Google includes a gaming lounge, organic gardens, electric vehicles, and bicycles for personnel to use to travel to meetings. The corporation is always looking for methods to enhance the health, happiness, and morale of its Googlers in order to make their lives more comfortable.

2. Needs for Safety

It says a lot about Mark Zuckerberg's business practices that the CEO of Facebook, one of the most dynamic and rapidly expanding corporations in the world, is meeting with entry-level workers. Facebook appreciates everyone's thoughts in different and definite ways rather than classifying individuals into categories based on their age and experience.

3. Public Needs

The Corporate Social Responsibility team of HBO brings together staff members, celebrities, and non-profit partners to address social challenges affecting their communities and industry. Top-down leadership motivates staff to spread knowledge, take initiative, and improve the world.

4. For Self-Esteem

Southwest empowers workers to take whatever necessary steps to realize this objective by giving them permission to go above and beyond to satisfy consumers.

5. Needs for self-actualization

One of the most cutting-edge working environments is what Google gives its workers. Google encourages staff members to dedicate 20% of their time to exploring novel ideas that excite them. As a consequence, services and products including Google News, Google Alerts, and Google Maps Street View have been developed.

The Two-Factor Hypothesis of Herzberg

In contrast to the need hierarchy approach to motivation, Fredrick Herzberg looked at the experiences that met or didn't meet people's needs at work. The two-factor theory is the name given to this need motivation hypothesis. 200 engineers and accountants from Western Pennsylvania were a part of Herzberg's first research from the 1950s. Since job satisfaction and job discontent were seen as the two extremes of the same continuum, it was usual for people studying work motivation to regard the idea of job satisfaction as one-dimensional before then. In other words, if

something produced work satisfaction, it would also cause job unhappiness if it were removed. conversely, if something caused job dissatisfaction, it would also create job satisfaction if it were removed. Herzberg came to the conclusion that this conception of job satisfaction was flawed and that satisfaction and discontent were really conceptually diverse variables brought on by various workplace occurrences based on unstructured interviews with 200 engineers and accountants.

Aspects of Hygiene

According to Frederick Herzberg's theory, there are certain variables that are necessary to keep workers satisfied but do not inspire them. These include of favorable working environment, thoughtful human relations abilities, and a wage and benefits package that are satisfying to the employee. Employee unhappiness will result from any of these hygiene aspects being lacking. They are also known as maintenance elements. When the hygiene aspects are either absent or insufficient, job unhappiness results. The original study's hygiene elements included workplace administration and policy, technical supervision, relationships with one's supervisor on a personal level, working circumstances, pay, and status. These elements may be regarded as supporting elements since they relate to the environment of the work. They don't immediately effect someone's drive to work, but they do have an impact on how unhappy they are. These elements cannot promote human development or psychological progress. Excellent hygiene aspects prevent employee dissatisfaction and lower the likelihood of complaints on these contextual variables.

Motivator Elements

These are the motivators that lead to positive pleasure and are derived from inherent work requirements like recognition, success, or personal development. Herzberg asserts that adding motivational elements to a work leads to job happiness. Job enrichment is the name given to this procedure. Responsibility, accomplishment, recognition, progress, and the job itself were listed as the driving aspects in the first study. These elements have to do with the duties of the job and what the person really does while working. When these elements are present, job holders perform and work harder than when they don't. Motivational elements encourage employees to develop, contribute to the workplace, and participate in the company, which promotes good mental health. The motivation elements are the most crucial of the two sets of variables since they have a direct impact on someone's desire to do well. When they are not there, the individual will lose motivation to work hard and flourish. Example: A LAUNCHPAD is everything that hygiene aspects are.

Theory of Alderfer's ERG

In his view of human wants, Alderfer proposed three major divisions:

1. Other sorts of existence requirements include income, perks, and working circumstances. Existence needs include basic necessities like hunger and thirst.
2. Acceptance, comprehension, confirmation, and influence are all parts of the relatedness process, which acknowledges that humans are not autonomous entities and must interact with other people.
3. People must seek out possibilities to be what they are most fully and to become what they can in order to meet their demands for growth.

Nestle fills a demand by implementing initiatives like Employee Healthy Programs to promote and maintain an employee's healthy lifestyle. Through the Nestle charity houses initiative, Nestle also meets the relatedness demand that motivates its employees to establish their own social or

community responsibilities. Nestle also promotes development and recognizes workers who do very well.

Present-Day Theories

Currently, there are primarily four theories:

1. The Needs Theory of McClelland.
2. Predictability Theory.
3. Theory of Setting Goals.
4. Financial Theory.

Let's go through each theory individually with pertinent instances.

The Theory of Needs by McClelland: McClelland created a different system for categorizing demands, mostly based on research of managers. He said that the top three requirements. The urge for accomplishment is characterized as the need for competitive success assessed against a high personal bar. The desire for interactions with people that are warm, pleasant, and empathetic is known as the urge for affiliation. Power-seeking behavior is the desire to exert influence or control over others. These demands vary in intensity depending on the person. Some people require success more than others, while others need association more than others, and yet others need power more than others. However, just because one need predominates doesn't imply the others don't exist. At various levels of management, the three demands could get varying amounts of priority. In many junior and intermediate management positions where it is feasible to have a direct sense of responsibility for task completion, achievement requirements are especially crucial for success. However, a concern for institutionalized power rather than personal power becomes increasingly significant in top executive roles. At any level, a strong demand for connection is not as important.

Predictability Theory

According to the expectation theory, individuals are more motivated when they are aware of the requirements for obtaining a reward, anticipate being able to get it, and anticipate that it will be beneficial. The valency-instrumentality-expectation hypothesis, created by Vroom, was where the idea of expectancy first appeared. Value stands for value, instrumentality refers to the idea that one action will inevitably lead to another, and expectation refers to the likelihood that a certain activity or effort will result in a particular result. The strength of expectations may be based on prior experiences, but people regularly face novel circumstances, such as job changes, payment system changes, or management-imposed changes to working conditions, when prior experiences are insufficient to predict the effects of the change. The level of motivation may decline under certain conditions.

Valence is the degree of assurance an employee has in his or her ability to anticipate a positive result from their activities and behavior. The result an employee expects as a result of his activities or behavior. The skills and talents an employee needs to carry out the tasks required to obtain a desired result. As its name suggests, this motivation theory is predicated on the idea that people are driven by a need to be treated fairly in their professional interactions. Employees essentially swap their services for compensation and other perks when they work for an organization. According to equity theory, people should make an effort to lessen any unfairness they may experience as a consequence of this trade relationship. One of the most well-known social

exchange theories, Adam's Theory of Equity, may be the most well-developed explanation of how people assess social trade interactions. The notion basically asserts that individuals are driven to preserve fair connections with others and will make an effort to make unfavorable relationships right. This idea is predicated on two notions about how people behave. People contribute for which they anticipate certain results. The person's prior education and experience, unique expertise, personal traits, etc. are only a few examples of the inputs. Pay recognition, promotions, prestige, and ancillary advantages are examples of outcomes. By comparing their inputs and outputs to those of others in the form of a ratio, individuals determine whether or not a specific transaction is suitable. When a person believes that the ratio of his or her output to input is the same as that of others, equity is said to exist.

Yash and Smita's Case Study

Smita is a student pursuing a finance bachelor's degree. She took a summer job in the financial division of a pharmaceutical business to obtain some work experience and improve her marketability. She is happy to get Rs 20,000 for her summer internship, which is more than most students in her cohort receive. She encounters Yash at work, a fresh graduate employed as a middle manager in the same financial division. Every month, Yash earns Rs 40,000. Smita is a go-getter in work. She seems happy, engaged, and always prepared to provide a hand. Yash stands in opposition. He often exhibits a lack of enthusiasm in his work and even considers leaving. One day, when questioned about his discontent, Yash claims that his salary is the key factor for his actions. He specifically informs Smita that he is paid much less than managers at other pharmaceutical businesses. He cries out, It's not fair. I put forth the same amount of effort as they do, yet I don't earn as much. Maybe I should go work for the rival. Discussion topic: How might someone earning Rs. 40, 000 be less driven as a consequence of being less happy with his or her wage than someone making Rs.

Theory of Setting Goals

According to goal theory, which was created by Latham and Locke, motivation and performance are greater when people are given defined objectives to work toward, when those goals are challenging but acceptable, and when they get performance feedback. Participation in goal-setting is crucial for gaining support for the formulation of more ambitious objectives. Difficult objectives must be set, and their accomplishment must be supported by direction and counsel. Finally, feedback is essential for sustaining motivation, especially while working for even greater goals.

Setting objectives with the right qualities or features is essential to goal-setting's ability to motivate performance. Goals should be time-limited in the sense that they must be completed within a certain amount of time, explicit and quantifiable, difficult, reachable, related to the organization's main task, and challenging. The broad objective of do your Notes best does not yield as much as specific hard targets do. The goal's specificity itself serves as an internal stimulus. We may also say that the harder the objective, the greater the degree of achievement, assuming that criteria like ability and acceptance of the goal remain constant. However, it seems sense to believe that simpler objectives will be more often met. However, once a worker takes a challenging assignment, they will work hard at it until it is finished, decreased, or abandoned.

Feedback helps people recognize disparities between what they have done and what they intend to achieve. in other words, feedback functions to influence behavior. People will perform better when they get feedback on how well they are going toward their objectives. According to goal-setting

theory, a person must be dedicated to their goal, meaning they must be adamant about not lowering or giving up on it. Objectives that are made public, when the person has an internal center of control, and when the objectives are self-set rather than assigned are the conditions when this is most likely to happen. A person's sense of self-efficacy is the conviction that they are able to complete a task. The greater your level of self-efficacy, the more faith you have in your capacity to do a task successfully. Therefore, we discover that individuals with poor self-efficacy would exert more effort to overcome challenges under adverse circumstances.

CONCLUSION

In conclusion, The Affective Events Theory offers a helpful framework for comprehending how emotions affect people's attitudes, actions, and well-being at work. Organizations may improve organizational performance, provide a supportive work environment, and increase employee happiness by identifying the causes and consequences of emotional events and putting them into practice. AET underlines the significance of taking emotions into account as a key component in organizational dynamics and provides useful applications for promoting employee productivity and well-being. Affective Events Theory may also help companies manage and react to emotive events successfully. Organizations may assist staff in overcoming difficult circumstances and avert repercussions by swiftly addressing unpleasant occurrences and offering tools and assistance.

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CHAPTER 10

GROUP DYNAMICS & TEAM DEVELOPMENT: BUILDING EFFECTIVE COLLABORATIONS

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ABSTRACT:

Group dynamics and team development are essential areas of study within the field of organizational behavior and management. This chapter provides an overview of group dynamics and team development, highlighting their significance in understanding the functioning and effectiveness of teams in various contexts. It explores the key concepts related to group dynamics, such as roles, norms, communication, and leadership, and discusses the stages of team development, including forming, storming, norming, performing, and adjourning. The chapter also discusses the practical implications of studying group dynamics and team development for enhancing team performance, collaboration, and organizational outcomes.

KEYWORDS:

Leadership, Motivation, Power Dynamics, Problem-Solving, Synergy, Team Building, Team Effectiveness.

INTRODUCTION

The solitary person the man or woman who is unconnected to other men or women is an incredibly uncommon kind of human. The solitary confinement prisoner, ascetic, and hermit are all examples of people who can live alone as *Homo sapiens*. But few people really like or seek out the rigors of isolation. Most individuals like living in communities. Almost all of our daily activities including working, studying, worshipping, unwinding, playing, and even sleeping take place with people in groups as opposed to alone. The majority of individuals belong to many groups, hence the total number of groups in the world is likely far more than six billion. There are literally billions of organizations in the globe [1], [2]. In order to accomplish one or more shared goals, a team's members must coordinate their efforts. Teams are generally permanent work groups. The goals might be to provide guidance to other members of the company, provide products or services, or complete a project. Team members must communicate often and rely on one another in order for the team's goals to be accomplished.

A work team's synchronized efforts provide beneficial synergy. A level of performance is achieved as a consequence of their individual efforts that is higher than the sum of their individual contributions. Teams nowadays have a significant influence on the workplace. They are now an integral component of how business is conducted [3], [4]. Teams suggest a high level of cooperation among its members and a common conviction that success is not just desirable but also the core purpose of the team. Because of this, every team is a group. However, not all groups have the same level of interdependence and dedication to success that we often connect with the

idea of a team. The nature of particular teams varies greatly, despite the fact that high levels of dedication and coordination are desired by firms that use collaboration.

A group is made up of several people whose interactions with one another cause one person's actions to have an effect on the others. Simply said, groups are places where individuals get along, want to work as a team, and can work together to coordinate their efforts to achieve high performance levels [5].

Social Dynamics

Group dynamics is the study of how groups develop over time and is concerned with the interactions and pressures that arise between group members in a social context. Do you honestly believe that Andy Grove, Intel's CEO, alone is responsible for the company's success in the semiconductor business throughout the 1990s? No, since a large number of individuals take part in crucial organizational choices and collaborate to find solutions to issues [6], [7].

Decision-Making in Groups

Individuals must make a selection from the options available to them as a group in these circumstances. Consequently, no longer can the choice be attributed to a specific group member. In-person group interactions are where group decision-making occurs most often. Interacting groups tend to self-censor and push individuals toward homogeneity of thought.

Techniques for Group Decision Making

1. Brainstorming is a wonderful method for coming up with ideas for alternatives. The goal of brainstorming is to come up with as many ideas as you can, delaying assessment until every concept has been put out. It is encouraged for participants to build on one another's ideas, and creativity is valued. The goal of brainstorming is to overcome conformity pressures within the interacting group that prevent the production of original solutions. Organizations who engage in brainstorming tend to generate a lot more ideas than organizations that don't [8], [9].

2. The Nominal Group Method: The word nominal refers to how the nominal group approach limits conversation or interpersonal contact throughout the decision-making process. Like in a typical committee meeting, the whole group is present physically, yet each member works individually. The separate stages of NGT are as follows:

1. People make a quiet inventory of their thoughts.
2. Until every thought is listed, it is written on a chart one at a time.
3. Discussion is allowed, but only to make the concepts clearer. Criticism is not permitted.
4. A ballot or other recordable method is used to conduct the vote.

3. Delphi Approach: The Rand Corporation developed the Delphi approach to compile expert opinions for use in decision-making. The nominal group methodology and the Delphi method are comparable, although the latter does not demand for the members of the group to be present physically. Responding to a questionnaire are experts in distant regions. The questionnaire replies are compiled by a coordinator, who then sends the summary to the experts. The coordinator then tabulates the findings after the experts have evaluated all of the potential solutions.

4. Self-Managed Teams: Self-managed teams now make many choices that were previously made by managers, including staffing, scheduling, and task assignments. Self-managed teams are given

power in the organization's decision-making process, in contrast to quality circles, whose function is consultative in nature. The management considers the group members and the decision circumstance thoroughly before deciding on a group decision-making approach. Then, the most effective strategy for achieving the goals of the group decision-making process may be chosen. For instance:

1. The Delphi Technique would be the ideal tool for facilitating the requirement for expert input.
2. Quality circles should be consulted for decisions that affect production or quality.
3. The nominal group approach would be useful if participants in the group were hesitant to provide suggestions.
4. A manager should take into account the prospect of enabling a group to self-manage itself if they wish to completely empower them.

Group Decision Making Pitfalls

1. Groupthink: When members of a group maintain or seek consensus at the cost of recognizing and discussing genuine differences of opinion. Groupthink is when team members prioritize agreement above all other considerations, such as employing sound judgment when the consensus indicates errors in judgment, unethical behavior, etc. At its heart, groupthink is characterized by a decline in mental capacity, reality checking, and moral judgements brought on by demands to conform to group thought.

2. Risky-Shift: This method entails group members collectively making a riskier decision than most or all of them would have done if they had been working alone.

3. Diversity-Based Infighting: When members of a group engage in destructive, counterproductive confrontation over divergent viewpoints.

4. Common Information Bias: A prejudice when group members overemphasize information possessed by a majority or the whole group while ignoring information held by one group member or a small number of group members. Organizational Norms and Rules Employees are expected to be disciplined, to follow instructions, and to operate according to the needs of the company rather than their own whims and fancies. This is known as group behavior.

Activities in Groups

The two categories of group functions are individual and organizational functions. Employees may execute the following actions under their various responsibilities: Complete intricate, interconnected activities that are beyond the scope of a single person. Come up with fresh, original ideas and solutions for the group. Organize cross-departmental work. Offer a method for resolving complicated issues that call for a variety of data and evaluations. Put difficult judgments into action.

Organizational Functions

Among the many tasks carried out by staff members fall into the following categories. Meet the person's desire for connection. Foster, strengthen, and affirm the person's sense of identity and self-worth. Give people a chance to express and test their opinions on social security. Lessen the person's fears, insecurities, and sense of helplessness. Offer a method for resolving interpersonal and personal issues.

Community Development

Group development is the process of bringing individuals together to work as a team and focus their efforts on achieving a shared objective. Each group member's task is interconnected, therefore the performance of one will have an impact on the performance of the whole group.

Group Development Phases

It is crucial to understand not just a general pattern of growth when evaluating the behavior of a given group, but also its individual qualities and the external factors that influence its development. A group's development is influenced by a variety of factors, including how often members interact with one another and their individual personality traits.

DISCUSSION

Five stages of Tuckman of Group Development:

1. Forming

At this point, a new group starts to develop as the participants get together and get to know one another via interactions. The people present are thrilled and eager to learn more about the task's scope and strategy. Individuals often arrive with a desire to be accepted by others and steer clear of controversy or problems.

2. Storming Stage

People will start communicating with one another in relation to the activity at hand. At this point, the level of rivalry and conflict among the group members will be maximum. At the storming stage, problems with leadership, accountability, strategy, rules, authority, assessment, reward systems, etc. occur.

3. Norming Stage

After roles and responsibilities for each team member are clarified, the team members begin to gel as a unit. Everyone in this situation cooperates to achieve the goal and respects the knowledge and abilities of others.

4. Executing Stage

During this phase, team members come together to work as a unit to achieve a common objective. Interdependence and flexibility define this level. The team can manage any complicated situation that is presented to them since they know each other so well.

5. Adjourning Stage:

This is the last phase of group formation, during which the group is disbanded and its members are cut off from one another. Every organization is formed with a certain goal in mind, and when that goal is achieved, the group disbands.

Characteristics of each Group Development Stage

Ten employees have been allocated to Martha's team to assist her in organizing a significant customer appreciation event. They have been working together for more than a month, yet they still don't seem to be gelling as a unit. She felt confident about her strong beginning. She made

contact with each team member and informed them of their roles in the project. Each team member completes their job, but they don't seem to care about the other team members. Nobody steps forward to offer assistance when someone is in need. Nobody assists a team member in solving an issue when he has one. Just recently, one of the team members requested a contact with the sales team so she could depart early due to an emergency. Martha came in to help when no one else did. Martha had to take action. In all honesty, this was a miserable experience for everyone, and some people were already discussing leaving the project. She also believed that if they only worked as a team, the event wouldn't be as successful as it might be. Before beginning the project, Martha never gathered the team to get to know one another and go through how they would collaborate to achieve the project's objectives. She may have accomplished this by utilizing a virtual tool or by finding the time in a single place. Martha may take a step back and facilitate a team-building activity to help the group work together as a unit right now. Allow time for team members to get to know one another personally and develop connections. Create methods and procedures for how the team will share work, accomplish project goals, handle issues, solve problems, and make decisions.

Initial Consultation

The day has come for the in-person encounter in New York. The whole squad is in attendance. The team members are eager to get to know one another. Despite never having worked as a team before, they are all familiar with one another. They each think they provide something valuable to this endeavor. The team-building activities went well. everyone took part and seemed to enjoy themselves. Although there was some debate over roles and duties, with team members competing for key tasks, there was broad consensus on what needed to be done and who was in charge of what parts of the project. The meeting on-site is going well. The team members are getting to know one another and have been talking about their interests, families, and other aspects of their life that are not related to work. Sandra believes that the fact that they are talking to one other and seem to enjoy each other makes it likely that they will get along well.

1. Project Work Gets Started

The team members are starting to work on their project after returning to their home offices. The project is moving along well, and they are communicating through the SharePoint site. The disputes then start. Based only on his interactions with Mohammed and Ameya, Peter created the project timeline. Donna and Sarah believe that their suggestions for the timetable were ignored. They think Peter has entirely ignored their worries regarding the project's deadline since they are the team's more inexperienced members. They disputed Peter's timetable, saying it was unrealistic and would doom the squad to failure. Sarah and Ameya were debating over who should be in charge of this project's database design and development at the same time. Sarah admits that Ameya has a few more years of expertise in database programming than she does, but she only volunteered to work on this project to take the lead and progress her career at the firm. She wouldn't have bothered to join this project team if she had known Ameya would serve as the team leader. Mohammed also seems to be working alone, neither updating his information on the SharePoint site nor keeping the others informed of his progress. Nobody is actually aware of his current projects or his rate of advancement.

Sandra reviewed the ground rules the team established in their face-to-face meeting during the virtual meeting session and collaborated with the team to make sure there was a framework in place for how choices are made on the team and who has accountability for making decisions.

Sandra saw during the next weeks that conflicts and fights were at a minimum and, when they did arise, were promptly resolved by the team without her intervention.

2. Everything Is Going Well

Almost three months have passed since the crew started working together. There is undoubtedly a feeling of cooperation throughout the group. There aren't many disputes or conflicts that the team can't work out. On the project, they help one another by cooperating to solve problems, coming to decisions as a team, exchanging information, and ensuring that the ground rules established for the team are followed. The team members support one another's professional development. For instance, Ameya and Sarah have collaborated closely to teach Sarah many of the skills he has gained in database design and development, and she has been able to take the initiative in completing some of the components of their side of the project. The team members are generally becoming closer. Both when working on the project and after hours whether corresponding through email, instant chatting, Twitter, or phone calls, they enjoy one other's company.

3. There Has Been Significant Progress

Now, the group is regarded as a high performing team. Getting to this point wasn't simple, but they succeeded! They are collaborating well as a group, offering support to one another and depending on collective decision-making for the project. They are really driven to complete the task as a group and are skilled at using brainstorming to overcome issues. The team is able to resolve conflicts among themselves without needing the team leader to step in and decide for them when there is conflict, such as disagreement about how to carry out a job. With the encouragement and assistance of the other members, Donna and Sarah, who are the more junior members, have greatly improved their talents. For various parts of the project, they have assumed leadership positions. Sandra checks up with the team and commends them on their diligence and progress. The group acknowledges the accomplishments made along the route. Sandra acts as a conduit between the team and the executives when needed for choices that must be made at the executive level or when further assistance is required. Both the project's timeline and its budget are met. A number of milestones are being reached on time or even early. The crew, Sandra, and the company's leaders are all satisfied with how the project is progressing.

4. It's Time to End

The undertaking is over. A big triumph, indeed! Internal customers are happy, and client assistance within the business has undoubtedly improved. Together, we've had a terrific eight months, with ups and downs of course. No one on the project will remain on it. Instead, each member of the team will move on to other initiatives inside the company. They have promised to stay friends and stay in contact on a personal basis in the hopes of working together again soon, even though they will miss working together. The team has gathered at the New York office to talk about the project, record best practices, and talk about what went well and what they would change if they could do it over again. The group has been brought to supper by Sandra. The project sponsor and a few other executives join them, all of whom are ecstatic with the outcome.

CONCLUSION

In conclusion, Organizations looking to improve team performance and cooperation must take group dynamics and team development into account. Organizations may build a healthy team culture and achieve high levels of collaboration and effectiveness by understanding and regulating

the dynamics of roles, norms, communication, and leadership within groups as well as by leading teams through the many phases of growth. Investing in the research and implementation of team development and group dynamics concepts may help enhance organizational results and foster a positive work environment. Organizations may enhance team performance, raise employee engagement, and boost overall organizational effectiveness by fostering a pleasant workplace culture and providing chances for ongoing learning and development. Within companies, effective group dynamics and team growth can support creativity, problem-solving, and decision-making.

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CHAPTER 11

ASPECT OF ORGANIZATIONAL SUCCESS: GROUP PERFORMANCE

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ABSTRACT:

Group performance is a critical aspect of organizational success, as it directly impacts productivity, innovation, and overall effectiveness. This chapter provides an overview of group performance, highlighting its importance in achieving organizational goals and objectives. It explores the factors that influence group performance, including group composition, communication, cohesion, leadership, and task characteristics. The chapter also discusses the practical implications of understanding group performance for organizations, such as team building, training, and creating an environment that fosters collaboration and high-performance teamwork.

KEYWORDS:

Collaboration, Communication, Decision-Making, Effectiveness, Efficiency, Goal.

INTRODUCTION

Participants with group accountability have clear performance goals that are weighted appropriately depending on the desired emphasis on the top executive. Every group is impacted by a variety of external factors brought about by the environment. The following are examples of external conditions. Organizational strategy. [1], [2]. It is feasible to anticipate and explain individual behavior inside the group as well as the performance of the group as a whole thanks to the structures that groups have [3], [4]. The size of the group should be decided by taking into account elements like the kind of activity to be completed and the maturity of the group members. Smaller groups do things more quickly than bigger ones. A group's composition might be homogenous or heterogeneous. Individuals in homogeneous groups share characteristics such as personality, age, gender, experience, expertise, etc. On the other hand, heterogeneous groups are those that are made up of dissimilar individuals, or people who are different from one another in some manner [5], [6]. When a person feels that his status is lower than that of other groups, it causes an imbalance that leads to interpersonal difficulties [7], [8].

Group norms are unofficial rules of conduct that provide group activities and operations some structure and consistency. All members of the organization are required to abide by these guidelines. As members of the group come to understand the behaviors that are essential for the group to operate well, these norms and standards often emerge gradually and informally. A role is best described as a position with expectations that are derived from accepted standards. The fundamental problem is that a person must play several different parts, and his conduct changes depending on whatever position he is assuming. varied organizations place varied demands on members about their roles [9], [10]. A methodical approach to managing operations. Common processes include group cohesion, group decision-making, intergroup behavior, and communication patterns of leaders. The group process may sometimes result in synergy, in which

case the groups' output will be substantially more than the sum of their individual inputs. Social loafing, which depicts negative synergy, or the outcome being much less than the total of the inputs, best illustrates the negative component. A team is made up of a limited group of people with complementary skills who are dedicated to shared performance objectives and collaborative working arrangements for which they hold one another accountable.

Teams by Types

Several potential teams in an organization. Teams that are functional: Employees that collaborate every day on comparable duties and must coordinate their efforts often make up a functional team. These teams are often found inside functional areas including marketing, buying, manufacturing, engineering, finance, auditing, and human resources. One or more functional teams may handle hiring, pay, benefits, safety, training and development, affirmative action, labor relations, and related tasks within a human resource department. Members of a problem-solving team concentrate on a particular issue, create a possible solution, and often operate within predetermined parameters. These teams often address issues with cost or quality. A cross-functional team is one whose members come from different work areas and whose objective is to pinpoint and resolve shared issues. Cross-functional teams bring together individuals from many fields to address issues that transcend departments and functional boundaries. A self-managed team is a group of individuals with a high degree of interdependence that consistently collaborate to produce a complete good or provide an entire service to a group of clients. Groups that connect geographically separated people using computer technology to work toward a shared objective.

DISCUSSION

Creating Effective Teams

The four possible combinations high or low differentiation plus high or low integration – are associated with creation of effective teams. Leaders are a crucial component of every team. They truly motivate the team members to strive toward the objectives by serving as an example for them. And structure is also crucial, which simply means that all of the responsibilities in any business must be given a right form in order to be completed in a better way. atmosphere of Trust A team's atmosphere of trust may make a big difference in whether or not they succeed. because a team is always being formed to achieve a shared objective. Teams cannot function as successful teams or as effective teams if the incentive system is skewed. Therefore, the incentive system must be managed properly so that it promotes optimism and teamwork. It implies that the team leader must be given the correct number of individuals who must participate in a team.

Additionally, suitable skill sets for those team members must be considered. The personality, size, and skills of the team members are referred to by the term team composition. The Big Five personality traits extraversion, agreeableness, conscientiousness, openness, and neuroticism are associated to this dimension. The influence of personality determines whether a team succeeds or fails. High ability teams are better able to adapt to changing conditions since they possess the capacity to pick up new information quickly and alter themselves in accordance with the demands of an art. Instead of relying on other sources and seeking solutions to new challenges, they use their previous knowledge more effectively, have faith in their own talents, and act appropriately. Thus, a team's performance and effectiveness are greatly influenced by the individuals' talents. Both the good and bad aspects of diversity exist. A team leader's ability to handle diversity is always a plus. if they are unable to do so, it is a negative. What is the consequence, then? Similar

experiences produce less effective communication, which in turn causes disputes when it is not handled effectively. On the other hand, a varied team benefits from the many viewpoints that we get from various groups of individuals. Therefore, if handled and managed appropriately by the team leader, new things will emerge when you are employing a different viewpoint. Smaller teams do better because size plays a vital role in increasing group productivity. As a group becomes bigger and bigger, controlling it gets more challenging as conflict arises. For greater outcomes, both big and small teams perform well.

A shared purpose and clear objectives are necessary to keep the team focused on achieving the desired outcomes. Other factors that contribute to team success include team effectiveness and team identity. People don't always react as they ought to. They sometimes get irritated with me as a leader or with other team members. Leaders that comprehend this procedure may train and direct a team while reducing resentment. There are three alternative methods to accomplish it, including: choosing to hire team members, training to develop team players, and rewarding with rewards for being a good team player. The technical skills of a candidate are given greater weight in our selection criteria, and background checks to determine if a prospect is a team player are not given as much attention. There is a widespread belief that once someone is employed, they would naturally get along with coworkers/fit in. The project managers at L&T Construction agree that having people on their teams who are technically proficient is just as crucial as having individuals who are able to adjust their schedules and who are effective communicators with various stakeholders. A team that works well must undergo thorough training. Exercises are carried out by training professionals so that participants may feel the joy that collaboration can provide.

Over time, the emphasis of the rewards system has shifted to individual achievements, which motivates workers to aim for the highest reward being provided. Organizations may use awards that emphasize fostering teamwork without undermining individual accomplishments or efforts. Example: Hallmark Cards Inc. added an annual reward based on the accomplishment of long-term objectives to its standard individual incentive. The majority of Whole Foods' performance-based incentives are focused on team accomplishments. We must keep in mind that not all groups are teams in order to comprehend the distinction between a group and a team. The distinction between a team and a group is subtle. A group is a collection of independently motivated people with different aims who are pulled together by shared experiences and interests. Each group member is accountable for their own task even if they all share knowledge and resources. An interconnected collection of people with shared responsibilities and a common objective is referred to as a team. Each team member understands the perspectives of the others.

Organizational Stress, Conflict, and Negotiations

We have all been involved in conflict of some kind, but we probably aren't aware of the range of conflicts that exist inside organizations. Any organization may have major conflict management issues. Managers can utilize the resources of the organization more efficiently to accomplish their goals by having a better awareness of the key areas of conflict. Conflict is incredibly expensive to ignore since doing so will almost certainly lead to a decline in both professional performance and interpersonal relationships a key component of historical an easy definition of stress is impossible due to its extreme complexity. It is best understood in terms of the internal and environmental factors required for its arousal as well as the signs that indicate it. It has recognizable psychological as well as physical signs. For some individuals, stress has a bad connotation and is something to be avoided. When one party believes that another party has adversely harmed or is likely to

negatively influence something that the first party cares about, the process of conflict resolution starts. Conflict, in the words of Gray and Starke, is activity by a person or organization that is purposefully aimed to prevent another person or group from achieving its objectives. The 'purposeful inhibition' in question might be either active or passive. Conflict, according to R.W. Woodman, is any circumstance in which opposing goals, attitudes, emotions, or behaviors result in disagreement or hostility between two or more parties. According to K.W. Thomas, conflict starts when one party believes another has badly impacted or is likely to negatively impact something that first party cares about. When their prison superintendent treated them especially cruelly and mistreated them, the inmates in the jail were upset. Even the meager meals were insufficient, and the food was of extremely low quality. Even though there are regulations requiring time for exercise and other leisure activities, many prisoners were held in lockdown for days at a time. Here is the negotiating position:

1. The prisoners made an attempt to bargain by utilizing the only weapon they had: their stomachs.
2. The prisoners refused to eat.
3. Understanding that health issues brought on by malnutrition would get the attention of the press and governmental authorities.
4. The strategy was successful.
5. In response, authorities moved the prison official.
6. A commitment was made to upgrade the facilities.

Sources of Discord

The many origins of conflict in any organization may be analyzed as follows:

- 1. Lack of Resources:** Conflict results from a lack of resources. Conflict is likely to arise between workers who get resources and those who do not if there is not enough material and supply for everyone. As an instance, the marketing division may believe that by acquiring more clients, they can maximize their limited budget. The development team could believe that by producing more things to sell, they can profit from the money.
- 2. Time Pressure:** Just like deadlines, time pressure may either improve or impair performance by setting off negative emotional responses.
- 3. A Breakdown in Communication:** Communication is a complicated process. Communication barriers can lead to conflict. It may occur if one department requests information from another department and the other department does not comply.
- 4. Personality Conflicts:** Personal differences in values, attitudes, talents, and personality characteristics are often the root of conflict. A manager's effectiveness at work may deteriorate if they grow to hate one other deeply for reasons that have nothing to do with their jobs.
- 5. Task Interdependence:** When two parties or two departments are reliant on one another for resources, information, guidance, or assistance and there is a higher need to coordinate their actions, conflicts may arise.
- 6. Goal Incompatibility:** A research and development team at an electronics business may be given the task of coming up with the most innovative, fantastical notion for personal electronics that item that customers didn't even realize they needed. The R&D team may create something

amazing with plenty of bells and whistles that the customer would really like using. For illustration, the production team meets to discuss this novel design. They have been informed that management loves it and that they must construct it using the most cost-effective methods. They begin to make design modifications while cutting costs by omitting the R&D team's advised use of pricey materials.

7. Reward System: A company may establish a rule that only a specific percentage of workers are eligible for the highest rankings for increases and bonuses. This customary, prevalent practice fosters fierce rivalry among its workforce. Conflict is often caused by this kind of competition.

Conflict Viewpoints

There are primarily two conflict perspectives that might be present in every circumstance. Both healthy and unhealthy conflict may result from this.

1. Functional Conflict. Functional conflict is a constructive kind of conflict since it advances the objectives of the organization and enhances performance. When people participate in constructive conflict, they get a greater understanding of both themselves and other people. Functional conflict may result in new ideas, learning, and personal progress. Example: If different points of view are presented, a disagreement among coworkers on how to increase productivity most effectively may be productive.

2. Dysfunctional Conflict. Disruptive conflict is referred to as dysfunctional conflict when it prevents group effectiveness. An unpleasant, damaging argument between two or more persons is referred to as dysfunctional conflict. The fact that a dysfunctional disagreement often has emotional or behavioral roots makes it easy to see. Disagreements that contain personal animosity and hatred against particular people as opposed to certain ideas are dysfunctional. Losses to both sides may outweigh any possible gains in a dysfunctional disagreement.

Different Conflicts

There are three methods to talk about conflict types: task conflict, process conflict, and relationship conflict. This conflict stems from the nature and objectives of the task. Task conflict refers to disagreements about a specific task, the details of team choices, and various approaches and interpretations of the work. This dispute revolves on people's interactions with one another. Relationship conflict arises from differences in attitude, preferences, and personal styles in interactions with other team members. destructive, which often supports task conflict. Conflicts involving the work-processing steps. Conflict over who is responsible and how to perform tasks, as well as over tactics and delegating. Associated with interpersonal and task conflict.

Conflict Locations

The context in which a dispute takes place is known as the locus of conflict. Dyadic conflict, intra-group conflict, and inter-group conflict are further ways to explain this. A disagreement between two persons is referred to as a dyadic conflict. Internal conflicts inside a team or group are referred to as intra-group conflicts. There are two key circumstances in organizations when people come into conflict with groups. The first scenario is when a person deviates from accepted social standards. This conflict arises because organizations are more able than individuals to prevent someone from achieving their goals. An individual will only be able to organize the resources necessary to stop the group from moving closer to its objectives under exceptional circumstances.

The second instance of individual-group conflict occurs when a supervisor's subordinates disagree with the direction the boss wishes to go in. There is a dispute because the boss' intentions to attain his goals are being thwarted by the subordinates. Although the supervisor may use official power to put an end to this kind of argument, doing so is often a bad idea since employees will frequently find a method to retaliate. Inter-group conflict refers to disputes that arise between several teams or groups. Regardless of the size of the organization, there is tension involved with this. Therefore, internal departmental conflict inside corporations falls under this category. There may be conflict between or within groups. Conflicts like this may be attributed to divergent objectives, competition for scarce resources, cultural differences, power imbalances, and efforts to maintain the groups' distinct identities.

CONCLUSION

Group performance, which represents the combined efforts and skills of people working toward common objectives, is a major factor in determining an organization's success. Organizations may improve cooperation, productivity, and overall effectiveness by understanding the elements that affect group performance. The makeup of the group is key to how well it performs. Diverse viewpoints, abilities, and expertise within a group may support creative problem-solving and decision-making. When building groups, organizations should take diversity into account to guarantee a variety of perspectives and areas of competence. For a group to function well, communication must be effective. Information exchange, cooperation, and conflict resolution are made easier through open and transparent communication. Organizations should develop a culture of communication that values constructive criticism, active listening, and efficient information sharing.

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CHAPTER 12

STRATEGIC CONFLICT MANAGEMENT: NAVIGATING DISPUTES FOR POSITIVE OUTCOMES

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ABSTRACT:

Strategic conflict management is a proactive and systematic approach to handling conflicts within organizations. This chapter provides an overview of the strategic way of conflict management, highlighting its importance in addressing and resolving conflicts effectively. It explores key strategies and techniques for managing conflicts, such as collaborative problem-solving, negotiation, mediation, and alternative dispute resolution methods. The chapter also discusses the practical implications of adopting a strategic approach to conflict management, including improved relationships, increased productivity, and a positive organizational culture.

KEYWORDS:

Compromise, Conflict Resolution, Emotional Intelligence, Mediation, Negotiation, Problem-Solving.

INTRODUCTION

Once seen to be a fundamental conflict where one side had to win and the other had to lose between environmental groups and businessmen. It was believed that companies might operate to enhance profits at the cost of the environment or they may operate ethically toward the environment while reducing earnings. Conflicts are handled by organizations via successful compromises or win-win solutions. Instead of protesting and embarrassing companies, environmentalists have learnt to collaborate with them to create more ecologically friendly practices. Meanwhile, a lot of companies now see being environmentally conscious as a profitable business strategy. For instance Walmart One of the biggest seafood distributors has created a program of sustainable fishing methods to preserve commercial fish supplies, which are susceptible to depletion [1], [2].

Strategies for Conflict

For easier discussion, we may split approaches to conflict into two categories: traditional and modern. Conflicts were seen negatively by managers as wicked, morally repugnant, destructive, and bad. At their workplace, managers wanted any disagreements to be absolutely avoided. Conflicts result in a disengaged staff, decreased productivity, and dysfunctional work [3], [4]. Conflicts are not always productive and healthy. Only healthy and productive disagreement is beneficial to the organization. unhealthy or destructive conflict should never be tolerated [5], [6].

Conflict Resolution

It helps to think about conflict as a series of conflict events while attempting to diagnose its nature. Each conflict episode moves through one or more of five different phases, regardless of the

intensity of the dispute [7], [8]. Existence of circumstances that provide potential for conflict to occur is the first phase in the conflict process. Power imbalances, competition for limited resources, the need for autonomy, divergent objectives, and a variety of role pressures may all affect individuals or groups. These distinctions are the root of discord and, eventually, conflict [9], [10].

Communication: Sonia had spent three years working for a Delhi-based supply chain management business. She loved her job in large part due to her fantastic manager, Mr. Khurana. After then, Mr. Rao replaced Mr. Khurana who had been promoted. Sonia claims that her employment is difficult six months later. I felt like Mr. Khurana and I were on the same page. Rao is an exception to this rule. When he instructs me, I follow through. Then he tells me I made a mistake. I believe he says one thing while really meaning another. Since the day he came, things have been as they are. He constantly yells at me. I don't believe a day goes by when he doesn't. You know, there are those folks with whom you just naturally click. Rao, however, is not one of them.

Personalization and Cognition

The concepts of perceived conflict and felt conflict may be used to describe it. A perceived conflict occurs when one or more parties are aware that there are circumstances that might give birth to disputes. Differences of opinion are expressed at this point. It becomes clear that the aims or ideals are at odds. People make fun of others or attempt to do the opposite. When someone feels anxious, tense, frustrated, or hostile due to a dispute. Conflict has transitioned from being 'perceived' to being 'felt' when one or more parties experience tension or anxiety as a consequence of such arguments or misunderstandings. At this point, the conflict is tailored to the individuals or groups involved since intentions stand in the way of people's perceptions, feelings, and outward behavior.

People's intentions stand between their overt actions and their perceptions and feelings. They are choices to behave a certain manner. There are two aspects to addressing conflicts. The degree to which one side tries to allay his or her own anxieties is referred to as assertiveness. The extent to which one side tries to allay the worries of the other party. Five conflict handling intents may be found using the aforementioned dimensions. The intention to advance one's own interests at the expense of the interests of the opposing side in a dispute. When parties to a dispute work together to completely address everyone's concerns. The urge to avoid or hide a disagreement. The readiness of one side in a dispute to put the interests of the adversary ahead of his or her own. An instance in which all parties to a dispute are prepared to make a concession. Conflicting parties' remarks, deeds, and emotions are included in the behavior stage. The majority of the time as overt efforts to carry out their own aims. Overt behaviors can stray from initial intentions due to errors in judgment or careless execution.

Outcomes

After the conflict has been controlled and the associated energy has been amplified, resolved, or repressed, the conflict episode comes to a close with its aftermath. The parties may encounter a new reality once the disagreement is ended when they adapt their perspectives. Everywhere there is unresolved conflict, which just plants the seeds for eventual visible conflict. The procedure is still in progress and is typical of organizational life. Functional and dysfunctional outcomes are two possible outcomes categories.

Negotiation

In a negotiation, the parties to a dispute specify what they are prepared to offer and accept in return. Nearly everyone interacts in groups and organizations via negotiation. If the dispute is complicated, alternative negotiating tactics, such as sidestepping certain topics or making concessions on others, may be used.

1. Managers bargain with subordinates, coworkers, and superiors.
2. Salespeople bargain with clients.
3. Purchasing representatives' bargain with suppliers.
4. Strategies for Negotiation

This strategy is used when the objectives of the two parties are directly at odds with one another. Each side seeks to get the most out of its allotment of the few resources. A competitive or lose-lose method of approaching negotiations is distributive bargaining. In this kind of negotiation, the parties' aims are not seen as being mutually incompatible. rather, the emphasis is on facilitating the achievement of both parties' goals. Integrative negotiation is a win-win strategy that focuses on the problems' merits.

DISCUSSION

Process of Negotiation

There are steps in negotiating process:

1. Preparation and Planning.
2. Definition of ground rules.
3. Clarification and justification.
4. Bargaining and Problem Solving.
5. Closure and implementation.

Step 1: Negotiation preparation should start well in advance of the official negotiation. Each party obtains information on the other side, including its background, expected behavior, prior encounters, and any prior agreements the parties have made. To find out what its members want from a new agreement, each party conducts a survey of its members.

Various Stressors

Stress may be divided into two categories: distress and eustress.

1. **Eustress:** A kind of stress that is good for your health, motivation, performance, and general well-being.
2. **Distress:** The kind of stress we mean when we talk about stress. It is a sort of stress that has adverse effects.

Stress's Precursors: Stressors

The environment, the person, and the interactions between the two are the sources of stress. It is uncommon to identify a specific cause of stress in a particular person. Because of people's increasingly complicated jobs and mounting financial obligations, stress is becoming more prevalent in organizations. It's crucial to distinguish between stress and the stressor when looking

at the sources of stress. Speaking about a stressful situation as if everyone put in such position would suffer stress is unclear and technically inaccurate. Stressors are classified into two kinds for analysis and comprehension:

- i. Those that are internal to the person.
- ii. Those that are a component of the surrounding environment.

Internal Stress Stimuli

The underlying causes of stress are complex and hard to identify. Three internal factors might cause stress. Despite constantly interacting, each of these internal factors that affect stress is taken into consideration independently.

1. Internal Discord: Regardless of the favorable or unfavorable external circumstances, stress is a permanent companion for many individuals. Non-specific concerns, worry, and guilt sentiments keep the body in a continual state of preparedness for emergency action.

2. Perceptual Influences: A variety of internal variables might affect perception. Those who have inner conflicts that are significant enough to generate stress are undoubtedly more inclined than those who are secure in themselves to see their surroundings as dangerous. Evidence of danger is seen everywhere because it is assumed that the environment is permeated with danger. They are only sometimes seen in an extreme form.

3. Stress Thresholds: The two previously mentioned elements interact with each other to determine the stress threshold. Fewer internal conflicts and less perceptual distortion enable people to bear pressure and conflict from outside that weaker types might find intolerable. People with high stress thresholds also have high levels of stress resistance.

4. Motivational Level: Stress is more likely to affect ambitious and highly driven individuals than it is for those who are satisfied with their current employment situation. Stress is most likely to affect those whose self-expectations surpass their capacities and possibilities.

Environmental Stressors

Conditions within the body and in the environment that are beyond of a person's control are referred to as environmental stressors. Such pressures may significantly affect how well an individual performs and adjusts at work. Environmental stressors may be divided into the following groups:

Task Demands: A person's job-related variables include task demands. They consist of the physical work environment, working circumstances, and job design. Two of the most demanding conditions individuals encounter at work are changes and a lack of control. Change breeds uncertainty, makes everyday chores and activities less predictable, and may be brought on by employment instability brought on by tough economic circumstances. Many workers experience change and uncertainty as a result of technology and technological innovation, necessitating modifications to training, education, and skill development.

Role Demands: The social and psychological demands of the workplace may be just as demanding as the demands of the tasks at hand. position demands are pressuring a person faces because of the specific position they perform within an organization. Role conflicts lead to expectations that may be difficult to meet or resolve. Inconsistent or incompatible expectations that are conveyed to a

person cause role conflict. The conflict might be between roles, within roles, or between people and roles. Interpersonal demands are stresses brought on by coworkers. Poor interpersonal connections and a lack of social support from coworkers may be quite stressful, particularly for workers who have a strong demand for social interaction. Interpersonal pressures at work include abrasive personalities, sexual harassment, and the organizational leadership style.

Physical Responsibilities: People get stressed out by responsibilities outside of work, and this tension may transfer to the workplace or vice versa. Role conflicts or workloads that are challenging to manage may arise among workers who are exposed to family responsibilities connected to marriage, parenthood, and child rearing. People have personal pressures connected to non-work organizational responsibilities like religious and public service organizations in addition to family obligations. Depending on how well they mesh with the person's personal and professional life as well as their ability to provide alternate sources of fulfillment, these expectations may either become more or less demanding.

From Stressors to Results

1. Potential Stressors: In the section above, these stressors were described as stressors or stressor antecedents.

2. Cognitive Appraisal: The method through which individuals assess the significance of situations and the needs that are placed on them. Primary appraisals are judgments of the relevance, positivity, or negativity of a stressor. Secondary assessments are opinions about your capacity to meet or manage a certain requirement.

3. Control Technique: This involves actively anticipating or resolving issues via actions and cognitions. Confronting someone who is spreading unfavorable rumors and speaking with your professor or supervisor about your workload if you feel overburdened with your obligations. Stressors may be avoided or disregarded by using escape strategies. If you have no control over the stresses or their sources, these measures may be helpful. The third kind of often used technique is known as a symptom management strategy, and it focuses on lessening the signs and symptoms of stress. Examples of symptom management methods include rest, meditation, medicine, and exercise to control the signs and symptoms of occupational stress.

4. Results: Stress has behavioral, cognitive, behavioral, and physical health results or effects.

Stress at Work Models

Demand Control Model and Effort Reward Imbalance Model are the two models used to describe workplace stress. Demand Control Model. This model contends that stress levels are influenced by both work demands and job control. When expectations are great yet people have little control over the situation, stress levels are at their peak. An illustration of this is the extreme strain and stress experienced by contact center agents who must attempt to sell a product to every caller without having the power to determine whether that customer needs or can afford the product. The employee-reward imbalance concept, which contends that stress levels are influenced by both the amount of work done and the incentives received. When effort is high but benefits are low, stress levels are at their maximum.

Occupational Stressors

- 1. Role Conflict:** When expectations are in conflict due to various roles.
- 2. Role Ambiguity:** Describes the circumstance in which jobholders are unsure about the objectives, anticipations, or demands of their positions.
- 3. Workload Overstimulation:** Overstimulation may be quantitative or qualitative. According to research, qualitative overstimulation causes greater stress than quantitative overstimulation.
- 4. Inadequate Resource Levels:** A lack of resources makes it harder to do duties effectively and efficiently, which might lead to higher work expectations or less control.
- 5. Working Conditions:** The workplace environment consists of both psychological and physical elements. Working in difficult circumstances may be stressful.

The Effects of Stress

When under a lot of stress, a person may have high blood pressure, ulcers, appetite loss, etc. Stress manifests itself in several ways. It's not necessary for all repercussions to be bad. To the more well-known costs of stress described above, known as distress, there are a variety of performance and health advantages associated with healthy, normal stress.

Individual Repercussions

- 1. Psychological Effects:** Anxiety, sadness, poor self-esteem, restlessness, irritability, family issues, and burnout are some of the psychological effects of stress.
- 2. Behavioral Effects:** Stress may have behavioral effects such as excessive smoking, drug usage, accident propensity, hunger issues, and even aggression.
- 3. Physiological Effects:** High blood pressure, muscular tension, headaches, ulcers, skin illnesses, weakened immune systems, musculoskeletal problems, and even more severe conditions like heart disease and cancer are all physiological effects of stress. Lower motivation, job unhappiness, worse job performance, higher absenteeism, more turnover, and poorer quality relationships at work are just a few examples of the organizational effects. Companies have to pay millions of dollars in insurance and worker's compensation claims due to stress-related diseases.

Stress Reduction

The inevitability of stress in both job and personal life. Organizations and their workers have sought to control stress as a result of how seriously severe the effects of stress are perceived. While some of these initiatives aimed to reduce the amount of stress workers endured, the majority focused on enhancing workers' coping mechanisms. Both individual and organizational levels of effort may be used to carry out these two types of projects. Using an individual approach, first, manage your time. Improved time management is a useful strategy for reducing stress. Poor time management is a common problem. Employees who are well-organized often achieve twice as much as those who are not. Beyond time management, the fundamental rule is to prioritize your chores by starting with the ones that are most important. Therefore, people may more effectively handle the stress brought on by work expectations by knowing and using fundamental time-management concepts.

Principles of Time Management

Making daily to-do lists, prioritizing tasks based on importance and urgency, scheduling tasks in accordance with the schedule, understanding your daily cycle and handling the most demanding tasks when you are most alert and productive, and avoiding electronic distractions like frequent email checking, which can limit attention and decrease efficiency, are all recommended.

Non-Competitive Physical Activity

Exercises like aerobics, walking, running, swimming, and bicycling are the best ways to manage high stress levels. These exercises improve lung capacity, reduce the heart rate when at rest, and provide a mental break from the demands of the workplace, thus lowering levels of stress associated to the job.

Calming Approaches

Additionally, people may learn to relax by practicing deep breathing, hypnosis, and other relaxation methods. The goal is to achieve a profound physical state of relaxation in which your whole energy is directed on relaxing your muscles. As an example, a group of Chinese working women attend a yoga session in Beijing to manage the high levels of stress brought on by their lengthy workdays and their efforts to strike a balance between work and life. Because women in Chinese society are expected to take on a greater share of household duties than in other cultures, working women in China experience significant levels of stress. Yoga is a non-competitive physical activity that includes stretching, mental images, breathing control, physical postures, and meditation as a personal way to reducing stress. Yoga increases physical wellbeing by decreasing blood pressure and heart rate, as well as stress, anxiety, and muscular tension. It also offers a mental distraction from the demands of the workplace.

A Social Support System

When stress levels become too high, you might find an outlet with friends, family, or coworkers. Increasing your social support network gives you someone to talk to about your issues with who can see a difficult circumstance from a different viewpoint than your own.

Organizational Methodology

Selection & Positioning

Stress tends to be more prevalent among those with limited experience or an external locus of control. Selection and placement choices should take these realities into account. Management shouldn't limit recruiting to just experienced employees with an internal locus, but such persons may adapt better to high-stress professions and do such roles more efficiently. Training may boost a person's self-efficacy, which will reduce stress on the job.

Job Redesigning

Stress may be decreased by redesigning occupations to provide workers greater accountability, meaningful work, autonomy, and feedback. Because of these elements, workers have more control over their job activities and are less reliant on others.

Increasing Employee Participation

Management may boost employee control and lessen role stress by allowing workers to participate in choices that directly influence how well they execute their jobs. Therefore, managers need to think about enhancing employee input into decision-making.

Internal Communications

By reducing job ambiguity and role conflict, formal organizational communication with workers lowers uncertainty. Management may also utilize effective communications as a way to alter employee views given the significance that perceptions play in modulating the stress-response connection.

Wellness Initiatives

programs that are funded by the company and concentrate on the whole physical and emotional health of the employee. These often provide programs to assist individuals with quitting smoking, managing their alcohol use, losing weight, eating healthier, and developing a regular exercise regimen.

CONCLUSION

In conclusion, for companies to handle problems pro-actively and constructively, conflict management strategies are crucial. Organizations may successfully handle disputes, establish healthy relationships, and create a productive work environment by using tactics including cooperative problem-solving, negotiation, mediation, and alternative dispute resolution approaches. Adopting a strategic perspective on conflict resolution aids in enhancing organizational performance, decreasing attrition, and improving employee happiness. A systematic approach to conflict management also helps a business succeed overall by increasing employee retention and satisfaction. It exhibits a dedication to equity, unrestricted communication, and a positive working environment. Organizations that put a high priority on conflict management as part of their strategic efforts may resolve disputes amicably, develop stronger teams, and experience long-term success and development.

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CHAPTER 13

HUMAN RESOURCE MANAGEMENT AND PLANNING: ALIGNING TALENT WITH GOALS

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ABSTRACT:

Human resource management (HRM) and human resource planning (HRP) are crucial components of organizational success. This chapter provides an overview of HRM and HRP, highlighting their significance in managing and optimizing the human capital within organizations. It explores the key functions and activities of HRM, such as recruitment, selection, training, performance management, and employee relations. Additionally, it discusses the importance of HRP in aligning workforce needs with organizational goals and future requirements. The chapter also emphasizes the practical implications of effective HRM and HRP in enhancing employee productivity, engagement, and organizational performance.

KEYWORDS:

Conflict Resolution, Diversity, Employee Engagement, Employee Relations, Human Capital, Job Analysis.

INTRODUCTION

Humans are sociable creatures who virtually every live or work alone. We always deliberately and subconsciously plan, grow, and control our relationships. The relationships are the result of our activities and heavily rely on our capacity to control those behaviors. Every person learns from an early age how to comprehend other people and how to act in a variety of social and professional contexts. Later, we use this knowledge and understanding to carrying out and managing relationships at work. The basic issue of managing relationships at work is what human resource management is all about [1], [2]. Human resource refers to a group of individuals and the traits they bring to the workplace. The nature of human resources is distinctive. The behavior of HR is the most complicated and unpredictable. The value of this resource is the only one that increases with time. Assuring the optimal use of human resources to achieve organizational and individual objectives is the focus of human resource management policies and procedures. Human resource management may be defined as the process of hiring, educating, and rewarding staff members as well as the creation of relevant policies and retention plans [3], [4].

Definition

Ivancevich and Glueck state that HRM is concerned with making the best use of people to accomplish organizational and personal objectives. It is a method of leading employees at work to deliver their best to the company. Recruiting, screening, training, rewarding, and evaluating are just a few of the rules and procedures that go into managing the people or human resource components of a management role, according to Dessler.

Application of Human Resource Management

HRM covers a lot of ground. From the moment a person joins a company until the time they depart, all significant work-related tasks fall within the purview of human resource management (HRM) [5], [6]. Three categories, in particular, may be used to debate the scope of HRM:

1. Personnel management using human resources.
2. Employer welfare in human resources.
3. Human Resources in Labor Relations.

1. Human resource in personnel management: This kind of direct manpower management often includes

- i. Hiring.
- ii. Training and development.
- iii. Induction and orientation.
- iv. Transfer.
- v. Promotion.
- vi. Remuneration.
- vii. Layoffs and retrenchments.
- viii. Manpower planning.

2. Human Resource in Employee Welfare: This area of HRM focuses on the amenities and working conditions at the workplace. This covers a broad range of duties and offerings, including security, health, welfare, social security, and medical services.

3. Human Resource in Industrial Relations: Industrial relations is the art and science of understanding employment relations, joint consultations, disciplinary procedures, problem-solving through cooperative efforts, human behavior understanding and upkeep of working relationships, collective bargaining, and dispute resolution.

Influential factors for human resource management

Two viewpoints may be used to group the factors influencing human resource management: factors both internal and external [7], [8]. 1. Organizational Size: HR practices are greatly influenced by an organization's size. More complicated HR procedures are used in larger companies. The scope of HR initiatives is expanded for large companies like multinational or international ones. To put it another way, smaller businesses often have human management duties, which may be straightforward or less involved. The size of the businesses determines the management style, whether autocratic or democratic [9], [10]. An organizational hierarchy is defined by its organizational structure. Each position is identified, along with its purpose and organizational reporting structure. The strategy and organizational design of a company have an impact on its HR practices. As global competition rises and the corporate environment rapidly changes, HR procedures are becoming more adaptable and integrated. Significant structural variations exist amongst businesses, and these variations have an impact on how HR strategies are developed and executed.

Businesses use a variety of competitive tactics to acquire a competitive edge. The tactics must be well synced with the HR rules in order to be beneficial. People act in organizations according to a

set of common presumptions, values, and beliefs known as organizational culture. The personnel in the organization are strongly influenced by these common values, which also govern how they behave, present themselves, and carry out their duties. Every organization creates and maintains its own culture, which sets expectations and limits for how its members should behave [11], [12]. Top management's directions and concerns may also have an influence on HRM procedures. The emphasis that upper management places on the HR function determines HRM policies. The direction of HR activity development and execution is established by the senior management. Organizational power and politics have significant influences on HR practices. The role of power and politics is assumed while implementing new rules and procedures inside the organization. The HR manager must correctly identify the key component of HR procedures and ascertain their source of power. External forces are those weights on associations that can't be managed or adjusted and have an impact on HR practices.

These are the factors that the organization must consider. These are the variables that affect economic activity. The organization is impacted by global economic circumstances, economic policies, and other production elements. The operation of the organization is impacted by factors including population and labor force, labor market conditions, national income, and inflationary pressures. A paradigm changes in how companies are operated has occurred as a result of technological innovation. The expansion of commercial organizations will be aided by advances in science and technology. Technological developments in corporate operations may improve the reputation of companies and boost revenue generating. The application of human resource functions including selection, recruitment, education, training, performance assessment, and salary determination may also be made better thanks to technological advancements. enhancing the effectiveness of the HR department. A nation's legal environment has a significant influence on the HRM function. The different laws created by governments, both at the federal and state levels, make up the legal environment.

The HR Departments are required to abide with the legislation. These rules are designed to prevent discrimination against workers based on their sex, caste, religion, or country of origin. These laws also govern safety, working conditions, compensation for employees, and collective bargaining agreements. Workforce demographics have a significant influence on the workforce. Gender, age, ethnicity, profession, seniority, pay scales, marital status, and family status are just a few examples of demographic characteristics. These days, the workforce is quite diverse. The HR is challenged by generation Y and generation Y. The percentage of various ethnic groups in the workforce has grown, as has the number of women there. The human resources department must find new strategies to employ, attract, and keep this new group of applicants because of the workplace diversity concerns. The battle for talent is on, and businesses that want to prevail must have the correct HR strategies in place. By attracting, developing, and keeping talent, businesses can help themselves thrive in a cutthroat climate. Different ways that industry characteristics impact HRM operations. Industries including manufacturing, retail, construction, food, and health care, among others, must customize HR operations to meet their unique organizational requirements. Unions are crucial to preserving good working conditions. They use their influence to affect a company's HR guidelines.

Human Resource Management Goals

The main goal of HRM is to make sure that a company has access to qualified and willing workers.

- 1. Societal Goals:** Minimize the negative effects of such expectations on the company while ensuring that it becomes socially accountable to the needs and problems of society. Restrictions may be imposed if organizations do not utilize their resources in an ethical manner for the benefit of society.
- 2. Organizational Goals:** It acknowledges the contribution of HRM to achieving organizational performance. It ensures that HRM serves as a tool to help the business achieve its main goals rather than acting as a stand-alone department. The other parts of the corporation are served by the HR department.
- 3. Functional Objectives:** To keep the department's contribution at a level that is in line with the requirements of the organization. The organization's needs must be taken into account while adjusting human resources. The value of the department shouldn't increase at the expense of the organization it supports.
- 4. Personnel Objectives:** To help workers achieve their personal objectives, at least to the extent that these goals increase their value to the company. If workers are to be kept, kept, and motivated, their personal goals must be satisfied. Otherwise, employee happiness and performance may suffer, leading to more employee turnover.

DISCUSSION

Functions of Human Resource Management

In order to prepare firms to face the demands of a growing and more competitive market, human resources management is crucial. The growth in the number of employees, the variety of contracts, and changes in the demographic profile force HR managers to reconsider the importance and function of human resources management. Although they may be proactive in altering corporate goals, the functions are sensitive to the existing personnel demands. The duties of human resource management may be divided into two categories: operational and managerial tasks.

Management Duties

- 1. Planning:** The first duty of management is planning. preparing for manpower, examining labor turnover rates, predicting future staff needs, preparing for selection and training processes, etc. are all topics covered in the framework of personnel management.
- 2. Organizing:** Organizing entails creating connections inside an organization. By defining the numerous sub-groups headed by people in management and operational roles, it gives the business structure.
- 3. Directing:** The role of directing is also closely related to personnel management. It involves giving orders to the workforce, creating a communication network, interpreting numerous industrial rules, and integrating the workforce.
- 4. Controlling:** The personnel department also aids in control. It offers fundamental information for creating standards, doing job analyses and performance reviews, among other things. All of these methods help to effectively manage the skills, time, and efforts of employees.

Operative Activities

Procurement: This entails finding the right individuals for the company in the proper quantity. It includes tasks including planning for human resources, hiring, placing qualified candidates, and inducting or orienting new hires. Job analysis is the process of researching a job to determine the kind and quantity of human resources necessary to carry out the work successfully. Human resource planning is the process of determining the organization's existing and future manpower needs, creating an inventory of the current workforce, and creating action plans to fill any shortages in personnel. Finding the necessary human resources and encouraging people to apply for positions inside the firm is the recruitment process.

Selection

It includes evaluating the eligibility of various applicants for positions inside the firm and selecting the most suitable individuals. Placement is the process of allocating suitable employment to the chosen individuals in order to match their credentials with those of the positions.

Placement or Induction

It entails acquainting new hires with the business, the workplace, and the current staff members so that they feel comfortable and may begin working with confidence.

Developmental Tasks

This employment entails actions aimed at enhancing workers' knowledge, abilities, aptitudes, and values so they can carry out their duties more effectively in the future. These duties might include employee training, leadership development for managers, and organization development for a better match between the environment and culture of the firm and the workforce.

Planning for Human Resources

'Planning' is a word that most of us are acquainted with. A student, teacher, professional, employee, or businessperson all make choices in advance on the actions to be taken in the future. Planning is now essential to many aspects of our lives. The caliber of the individuals recruited for the positions determines, in great part, the quality and success of an organization. Therefore, careful planning of human resources is seen as being of paramount importance before actually picking the personnel needed in an organization.

Human Resource Planning Definition

Human resource planning is the process of determining the organization's future HR operations based on the overarching organizational goal, and then matching the availability and needs for human resources. In other words, human resource planning is the constant, methodical process of anticipating needs in order to maximize and optimize your company's most precious resource: qualified personnel. It allows a company to have the appropriate personnel on hand at the appropriate time, location, and quantity for the work. E.W. Vetter's definition of HRP is a process through which an organization should transition from its existing manpower position to its ideal manpower position. Planning aims to have the appropriate people in the right places at the right times, acting in a way that benefits the business and the individual in the long term to the greatest extent possible. According to Coleman, the process of determining manpower requirements and

means of meeting the requirements in order to carry out the integrated plan of the organization is what human resource or manpower planning is. Planning human resources is necessary

Planning for human resources is necessary to anticipate an organization's need for and supply of human resources. These factors may be used to evaluate its need. Personnel Replacement: The company has to replace a lot of people due to retirement, aging, death, etc. In such scenarios, it will be necessary to prepare people for accepting new positions. Every business has some level of workforce turnover. The level of worker turnover may vary from company to company, but it cannot be completely eradicated. To fill the jobs of individuals who have departed the company, it will be necessary to hire new people. Recruiting and training efforts are done in advance if the company can predict the turnover rate accurately, preventing work from suffering from a lack of people. More people will be needed to fill new roles if there is a plan to grow or diversify the business. Planning for human resources is crucial under these circumstances. The industry is operating in a constantly evolving technology landscape. It could be necessary to provide workers with new training. Additionally, the group may benefit from some new blood. Planning for human resources will assist in addressing the organization's increased expectations. In order to ascertain if there is a shortfall or excess of personnel in the firm, human resource planning is also necessary. The job will suffer if there are fewer people present than necessary. On the other hand, if more people are hired than necessary, labor costs will go up, etc. Planning for human resources ensures the use of qualified labor.

Planning for Human Resources

The following actions are part of the human resource planning process:

1. Analyzing the Organizational strategy: The process of developing an HR strategy should begin with an analysis of the organizational plan, which may include a plan for production, sales, finances, growth, etc. The development of a detailed program should be based on a unit-by-unit plan.

2. Projecting the entire human resource needs: At this point, the current work design and job analysis may be carefully examined while taking into account the potential talents, expertise, and skills of current employees. Forecasting demand is what this is.

The following techniques are used to forecast both the amount and quality of human resources, including the necessary talents, values, and skills:

1. Managerial or Executive Judgment.
2. Statistical Methodologies.
3. Work-Study technique.
4. The Delphi Method.

3. Examining the Supply of Human Resources: Every business receives its human resources from both internal and external sources. For certain positions internally, promotions and transfers may be used to get the necessary human resources. In the future, a human resource audit or inventory will be required to assess the internal supply of human resources. The availability of internal human resources may be assessed and determined with the use of a human resource inventory. After estimating the future internal supply, an analysis of the external supply of human resources is conducted.

4. Calculating Manpower Gaps: By contrasting demand and supply estimates, manpower gaps may be calculated. Future comparisons will show if there is a shortage or excess of human resources. In contrast to surplus, which proposes superfluous personnel be dismissed or re-deployed, deficit indicates the amount of people to be hired from outside the organization. Employees who are deemed to be lacking in abilities may get training, while those with higher, superior talents may be offered more enriched positions.

5. Action Planning: Following the identification of the staffing deficiencies, strategies are created to address them. Retrenchment and reassignment in other areas are potential solutions to the excess labour problem. A golden handshake may be used to convince individuals to willingly leave their jobs. Recruitment, selection, transfer, and promotion are ways to reduce the deficit. Due to a lack of particular trained workers, the business must focus on both new hire retention and employee retention. As a result, the company has to make plans for keeping its current workforce.

6. Alter or Modify Organizational Plans: The manpower planner must recommend to management any adjustments or modifications to the organizational plans if it is projected that the future supply of human resources from all external sources will be insufficient or less than the demand.

7. Controlling and Review: Following the implementation of the action plans, it is important to monitor and assess the processes and human resource structure to ensure they continue to be in line with the plans.

Human Resource Planning Benefits

Here are a few of the primary benefits of human resource planning:

Preparing For Future Demands

The business may determine how many workers will be needed in the future. The business might proceed based on this need. The organization may also determine how many positions will become vacant in the near future using this strategy.

Process Of Hiring and Choosing Candidates

For a business, the hiring and selection process is a highly expensive endeavor. Several businesses invest millions of rupees in this procedure. So only if it is absolutely required must recruiting and selection be done. The HRP process aids in determining whether or not recruiting and selection are required.

Placement of Personnel

Because the HRP process is carried out across the board, we are able to determine the needs of each and every department. We may locate current workers and assign them to open positions based on the requirements.

Performance Appraisal

HRP improves the significance of performance reviews. The employee is driven to do a better job since feedback is given in the performance review and he is told about his future opportunities in the same firm. All of this data is gathered via the HRP procedure.

Promotional Opportunity

HRP locates openings across the whole business, including all corporate branches. As a result, the firm may carry out its operations in a highly efficient way when it adopts a promotion program.

CONCLUSION

In conclusion, for firms looking to fully use their people resource, efficient HRM and HRP are crucial. Organizations can recruit, develop, and keep a talented and motivated staff by putting in place strategic HRM practices and strong HRP procedures. This ultimately leads to more productivity, happier employees, and superior organizational performance. In addition to being essential for immediate success, investing in HRM and HRP lays the groundwork for sustainability and long-term development. By coordinating personnel skills with company goals, strategic HRM and HRP support organizational performance. They make sure businesses have the skills they need to foster innovation, adjust to changing market circumstances, and gain a competitive edge.

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