

Individual Dimensions of Organizational Behaviour

INTRODUCTION

Study of human behaviour is very complex. It is affected by various environmental factors. It is based on various cultural factors in which an individual is brought up and various social systems in which he is working. Every individual behaves in a different manner, his behaviour is individualistic in nature, and therefore cannot be changed easily without any strong stimuli. There exists a cause and effect relationship in individual behaviour. For example if an organization pays good dividends to its employees, the productivity can be improved. This means that the increased productivity is an effect of receipt of handsome dividends by the workers. These are monetary in nature which is extrinsic value addition. People are more prone to change in behaviour due to intrinsic value addition like recognition or change in status. It is therefore necessary for the managers to identify “need” of individual employee and evolve such strategies that would give an employee an intrinsic value satisfaction so that the productivity is increased and individuals are satisfied with the job they have been assigned to. An individual may be satisfied with subsidized lunch the organization provides, while the other may be dissatisfied with the menu, preparation or the method or even timings of the lunch. Human activities are innumerable. It may be maintenance of machines, delegation of authority, or writing a report on appraisal system. In general it could be both mental and physical process. All the activities of human beings cannot be measured, what goes psychologically or inside the thought process of an individual cannot be observed. Individual behaviour cannot be easily predicted due to interplay of various variables, that are very complex to examine and implement. The job of a manager therefore is to *predict* the behaviour based on knowledge of individual his experience with him in an identical situation and behaviour pattern prevailing, based on the organizational culture. A manager at best can generalize a situation and should implement his managerial skills so that workers satisfaction level is increased. No two individuals are alike and they behave different in similar situations. In relation to work, individuals differ in the following respects.

1. **Intrinsic/Extrinsic rewards:** Intrinsic rewards are related to recognition that a worker gets in an organization. It is related to inner satisfaction of a person and

not related to material wants. Extrinsic rewards are related to maintenance or hygiene factors which are related to increased monetary compensation. Intrinsic reward is related to change in right direction of human behaviour, which is permanent or long lasting. Monetary rewards prevent motivational level to come down however it does not help to increase. Workers differ in this respect and hence there is a difference of behaviour of workers in a particular situation, though the situation may be the same.

2. **Compensation:** Compensation is another factor, where most of the individuals have their own way of expression, while some workers would appreciate the mega-work the management is doing in running the organization and be satisfied with the reward or the compensation they are getting while the others may be unhappy and resort to various grievance.

Foundation of Individual Behaviour

Individual behaviour is influenced by various factors. We will study those personal factors, which has influence on productivity, job satisfaction, absenteeism and turnover. These are given in Figure 3.1 below:

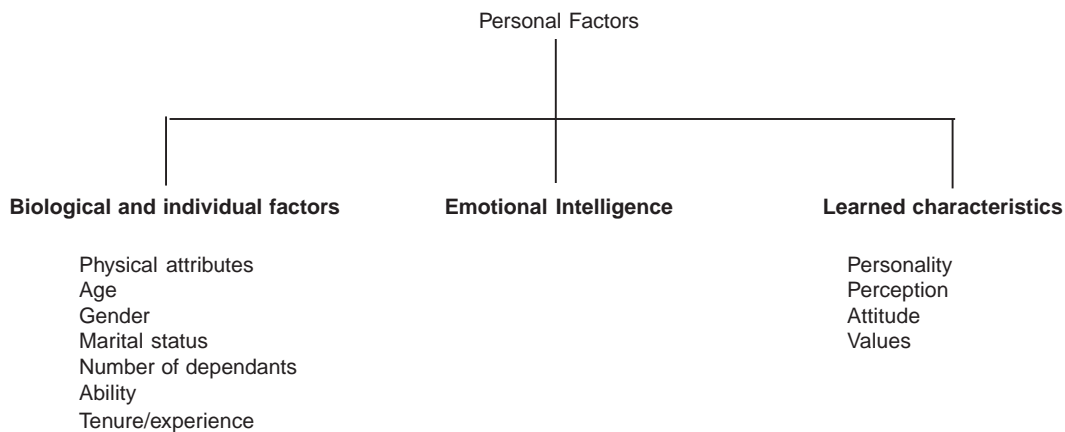


Fig. 3.1. Personal factors having influence on productivity job satisfaction, turnover and absenteeism

BIOGRAPHICAL CHARACTERISTICS

Biological and Individual Factors

There are certain factors which are inherited by an individual. A person inherits physical appearance, way of talking, analyzing, and taking initiative in a group. Physical attributes of a person are important in work environment. If a manager is able to identify these factors he will be able to deal with each of individual employees effectively. These factors are as under:

- (a) **Age:** Age is one of the important factors to generate productivity. The relationship between job and performance is an issue of increasing concern. Younger employees are expected to be more energetic, adventurous, ambitions and risk takers. On the

- other hand old people are considered to be more conservative, having slow speed of work and are less adaptable. Job performance and turnover declines with increasing age and therefore less job opportunities, hence there are less of resignation. Older people generally get higher wages, longer paid vacation and they stick on to the job because of pensionary benefits. However productivity is related to attitude and behaviour of employees irrespective of age factor. Speed, agility, strength and coordination reduces by age. Experience, the older employees enjoy is of a great significance, disadvantages caused due to declining age is off set by experience.
- (b) **Gender:** Traditionally some jobs were reserved for females like nursing jobs. Over a passage of time, there is no gender differentiation between male and female. We observe successful female entrepreneurs working around the world. In the Indian defence services, the women fighter pilots had done a wonderful job during Kargil operations. They can undergo physical and mental stress and display exemplary capabilities. There is no gender difference for skills that are required for problem solving, analytical skills, competitive drive, motivation, sociability and learning ability. It has been established that women are more willing to conform to authority. Men are more aggressive and have a greater expectations from the organization. There is no difference in productivity and job satisfaction. Women absents more as compared to the men, this is because of the social responsibility and domestic problems. Women have to stay longer at home for child care, illness of dependants and the like. As far as turnover is concerned, there is no difference between men and women.
- (c) **Religion:** Religion and culture play an important role in determining various aspects of individual behaviour. There is a great impact on individual who have been brought up in ideal religious culture concerning moral, ethics and a code of conduct. Religion and culture determine individual attitude towards work and compensation. Employees having high religious value are generally found to be hard working, honest, dependable, sociable, who can fit in the organization well. They are productive, innovative and think well of the organization.
- (d) **Marital Status:** Marriage imposes increased responsibilities on an individual, therefore an individual desires to have a steady job. Married employees have fewer absences, lesser turnover and higher job satisfaction. Number of dependants is also a factor to be considered. There is no clear cut information about the impact of marital status on productivity absenteeism, turnover and job satisfaction. Since marriage increases the family commitment, an individual do not change organizations.

Tenure

Tenure is referred to as experience. The impact of experience on performance is an issue which is subject to a lot of misconception and speculation. Work experience is considered to be a good indicator of employee productivity. There is a positive relationship between seniority and job performance and negative relationship between seniority and absenteeism. Employee turnover is negatively related to seniority. Research indicates that experience and satisfaction are positively related. Seniority and experience is a better indicator of job satisfaction than the age of a person.

Ability

Ability is individuals' capacity to perform various tasks in a job. Ability is made up of two sets of skills:

- (A) Intellectual skills or ability and
 - (B) Physical skills or ability. We are not created equals. It does not mean we are inherently inferiors to others. Everyone has strengths and weaknesses in ability. What is important is to identify level of ability or skills and put it to optimum utilization to improve performance.
- (A) Intellectual ability:** It is an ability of a person that is required to do mental activities. Higher IQ is not necessary to perform the job successfully. For any high job a general level of intelligence is adequate. Intellectual ability can be further divided into the following skills:
- (a) **Number Aptitude:** A person having number aptitude displays speed, accuracy and arithmetic inclination in the work. Such individuals can be best employed in accounts and sales tax departments.
 - (b) **Verbal Comprehension:** It refers to ability to understand what is heard or read. It is relationship of words to each other. People having verbal comprehension can be best employed as plant managers. They would be ideal to draft corporate policies.
 - (c) **Perceptual Speed:** It is an ability to identify visual similarities and differences. Such individuals can be gainfully employed for investigative jobs.
 - (d) **Inductive Reasoning:** The ability is related to individual's skill to identify logical sequence in a problem and later solve the same. Such individuals can be assigned the job in research and development departments / organizations.
 - (e) **Deductive Reasoning:** The ability refers to use of logic and assess the implications of an arguments. People with this skill can ideally foot the bill as supervisors.
 - (f) **Spatial Visualisation:** It is an ability to imagine how an object would look if its position in the space were changed. Interior decorators have this skill.
 - (g) **Memory:** It is an ability to recall past experience. Sales persons depend upon this ability in performance of their job.
- (B) Physical Ability:** Physical ability refers to strength factors which includes dynamic strength (muscles force), trunk strength (abdominal muscles), static strength (exertion of force against external object) and explosive strength. Other factors relate to body coordination, balance and stamina. It is the responsibility of the manager to identify physical skills in the individual and assign them suitable jobs commensurate with their ability. High importance of physical skills are given in police, railways, defence, revenue and agriculture fields where various skills are important. In industrial setting, it must be ensured that ability is co-related to the job requirements so that an optimum output is achieved.

Emotions

For many years wisdom of a person and his ability to perform was measured by Intelligence

Quotient (IQ). IQ was a measure for admission to schools, measurement of performance in studies, for seeking jobs and performance evaluation while on the job. However studies indicate that Emotional Intelligence (EI) is now considered as greater predictor of success than IQ.

Wechsler and Robert Thornadike carried out work on non-cognitive aspects of intelligence like social intelligence. In 1990, Salovey and Mayer coined the term 'Emotional intelligence'. They described emotional intelligence as **“a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action”**. Cognitive abilities are related to IQ of an individual and non-cognitive with emotions. It has been found that emotional and social skills actually help to improve cognitive functioning also.

Emotional Intelligence at Work

Optimism

Martin Seligman developed a construct that he calls “learned optimism”. It refers to the causal attributions people make when confronted with failure or setbacks. Optimists tend to make specific, temporary, external causal attributions while pessimist make global, permanent, internal attributions. In research at Met Life, Seligman and his colleagues found that new salesman who were optimists sold 37 percent more insurance in their first two years than did pessimist. When the company hired a special group of individuals who scored high on optimism but failed the normal screening, they outsold the pessimist by 21 percent in their first year and 57 percent in the second. They even outsold the average agent by 27 percent. Optimism was a better predictor of students' actual grades during the freshman year than high school grades. The ability to manage feelings and handle stress is another aspect of emotional intelligence that has been found to be important for success. A study of store managers in a retail chain found that the ability to handle stress predicted net profits, sales per square foot, sales per employee and per dollar of inventory investment. A study carried out at Yale University by Sigdal and Barsade indicated that emotional intelligence has as much to do with knowing when and how to express emotions. Good feelings led to improved co-operation, fairness, and overall group performance. It has been established that most effective leaders in the US Navy were warmer, more outgoing, emotionally expressive, dramatic and sociable. Empathy is a particularly important aspect of emotional intelligence, and researchers have known for years that it contributes to occupational success. People who are best at identifying others' emotions are more successful in their work as well as in their social life. (Reference: Cherniss Cary, Emotional Intelligence: What it is and Why it Matters, Graduate School of Applied and Professional Psychology Rutgers University Piscataway, NJ 08854).

Emotional intelligence is important for success in work and in life. Goleman and Mayer, Salovey & Caruso have argued that by itself emotional intelligence probably is not a strong predictor of job performance. Rather it provides the bedrock for competencies that are. Goleman has tried to represent this idea by making a distinction between emotional intelligence and emotional competence. **“Emotional competence refers to the personal and social skills that lead to superior performance in the world of work. The emotional competencies are linked to and based on emotional intelligence. A**

certain level of emotional intelligence is necessary to learn the emotional competencies", for instance, the ability to recognize accurately what another person is feeling, enables one to develop a specific competency such as 'influence'. Similarly, people who are better able to regulate their emotions will find it easier to develop a competency such as initiative or achievement drive. Ultimately it is these social and emotional competencies that we need to identify and measure, if we want to be able to predict performance.

FRAMEWORK OF EMOTIONAL COMPETENCE

A model of Emotional competencies is given below in Figure 3.1 below.

	Self Personal Competence	Other Social Competence
	Self awareness	Social Awareness
Recognition	Emotional self-awareness Accurate self-assessment Self confidence	Empathy Service orientation Organizational awareness
Regulation	Self management Self control Trustworthyness Influence Connsciousness Adaptability Achievement drive Initiative	Relationship management Developing others Communication Conflict management Leadership Change catalist Building bonds Teamwork and collaboration

Fig. 3.1. Framework of emotional competencies

The above model reflects recent statistical analysis by Richard Boyatzis that supported four domain as seen in the diagram above. These are Self-Awareness, Self-Management, Social-Awareness, and Relationship Management (Boyatzis, Goleman, and Rhee, 2000). They administered the emotional competence inventory, a questionnaire designed to assess the twenty EI competencies to nearly six hundred corporate managers and professionals and engineering, management, and social work graduate students. Respondents were then asked to indicate the degree to which statements about EI-related behaviours- for instance, the ability to remain calm under pressure—were characteristic of themselves. Their ratings were then compared to ratings of those who worked with them. Three key clusters into which the twenty EI competencies were grouped emerged: Self Awareness, Self-management and Social awareness (which subsumes Empathy), along with relationship management, which, in the statistical analysis, subsumed the Social awareness cluster. While the analysis verifies that the competencies rest within each EI domain, it also

suggests that the distinction between the Social awareness cluster and the Relationship management cluster may be more theoretical than empirical.

Learned Characteristics

1. **Personality:** Personality is sum total of ways in which an individual reacts and interacts with others. It is a dynamic organization within an individual of those psychological systems that determine his unique adjustments with his environment. It is the charm, positive attitude, smiling face, growth and the development of a person that adds to personality. Personality is greatly influenced by the environment that a person has been brought up and the factors of heredity.

- (a) **Environment:** It refers to culture in which a person is raised. Culture establishes norms, values and attitude that are passed on to generations. Early conditions, norms in the family, friend and social groups and other influences that are formative of personality.
- (b) **Heredity:** Heredity is transmitted through genes that determine hormone balance and leads to physique formation which shapes personality. Heredity refers to those factors like physical stature, facial attractiveness, sex, temperament, muscle composition, reflects and energy level. Heredity is made up of biological factors. Traits like shyness, fear and distress are passed on to generations. Traits are characteristics of an individual when exhibited in large number of situations. More consistent and more frequent occurrences in diverse situations, the more predominant the trait in an individual are. Common traits found in a person are shyness, aggressive, submissive, laziness, ambitious, loyal and timid. Perception is the process by which information is interpreted in order to give meaning to the world around us. Different people perceive the same thing differently. It should be noted that we should evaluate each situation / individual carefully before forming an opinion. Perceptual errors should be avoided perception will be studied in greater details in the subsequent chapters.
- (c) **Attitude:** Attitude is a tendency to act/think in certain ways either favourably or unfavourably concerning objects, people or situation. For example, If I say I am satisfied with my job, what actually I am doing is expressing my attitude towards the job. An attitude is the way a person feels about a person, a place, a thing, a situation or an idea. Attitude could be positive or negative. Attitude can be measured either by observing the action of the individual or simply asking him the questions about how he would behave in a particular situation.
- (d) **Values:** Values are beliefs that guide actions and judgments across a variety of situations. Values represent basic convictions that a specific mode of conduct is personally or socially preferable to an opposite mode of conduct. Values are of two types, **terminal value** that are ultimate values like freedom, salvation, truth and non-violence. **Instrumental values** relate to means for achieving ends. It is a tool for acquiring terminal values. For example obedient, capable etc.

Individual values are formed in the initial stages. They are influenced by the parents, teachers, friends and other social groups. Values vary from person to person. Values help in understanding the attitudes, and motivational level of the individuals. It helps to change

the individual behavior. Values are of a great help to determine as to what is good and what is desirable. Values are so strong an instrument that it at times alter rational decisions. An organization having right value system have greater chances of growth.

DEVELOPING AN ORGANIZATIONAL BEHAVIOUR MODEL (OB MODEL)

Objective of model development is to **understand** human behaviour, **predict** and **control** the same. The behavioural approach is used for controlling human behaviour as individuals and as a group, to measure organizational effectiveness.

Development of OB model involves studying individual, group, organizational structure and systems that should be finely interwoven. The basics of OB model is an individual in an organization. Two or more individuals make a team or a group (work group). There are various systems and sub-systems in any organization like recruitment system or communication system under which an individual or group has to function. Study of OB relates to studying individual behaviour, group behaviour and various organizational systems. It has been observed that Individual behaves differently in different situations. For example an individual will be very enthusiastic on the sports ground, very sober while worshipping in the temple and gay during the dinner party. Though the individual is the same but changes his behaviour based on norms that has been associated with different situations. Two people often act differently in any one situation. For example, worker would display different type of behaviour under different patterns of leadership. His behaviour would be affected, to a large extent on the style of leadership. Individual level behaviour forms a base for group behaviour. It is a study which involves step by step approach, first studying individual behaviour, later group behaviour and in the end studying various organizational structures, which have impact on organization as a whole.

Individual, groups and organization structure have a direct impact on the productivity of an organization. High productivity is directly related to high job satisfaction of the employees. While employee turnover and absenteeism is inversely proportionate to productivity and job satisfaction. More satisfied employee would be more productive. He would be absent on less occasions unless forced by the situation and would render dedicated service and display high degree of loyalty unless forced by domestic constraints. The health of the organization can fairly be judged by the absenteeism and employee turnover. Greater the absenteeism and turnover poorer is the productivity and dissatisfied employees. It is therefore fair to assume productivity, job satisfaction, employee turnover and absenteeism as dependent variables in the study of organizational behaviour. Some management scientists also include job stress, individual dissent and innovation as additional variables. It is stated that an individual or group of people who undergo high level of job stress would either absent themselves frequently or leave the organization. Therefore the study of stress and dissent is integral to absenteeism and employee turnover and need not be studied separately. Innovation is a personal characteristic of an individual who is innovative by nature and likes a challenging job, which ultimately would lead to higher job satisfaction and a better quality of life and higher productivity. It is therefore the field that the study of innovation as dependent variable need not be undertaken separately as this would be covered under the personality traits of the individual that have an impact on organizational effectiveness. Most of the management experts have accepted only four independent

variables i.e. productivity, job satisfaction, employee turnover and absenteeism. Let us briefly study these factors.

Dependent Variables

Productivity: When we decide to study productivity, actually what we want to know is the factors that would influence high productivity. The study reveals that it is effectiveness and efficiency of individual, groups and organizational structure that have a positive impact on productivity. It should therefore be an endeavour of any organization to introduce such management practices, which will enhance job satisfaction level of an individual group and organization as a whole. Productivity can be measured in terms of number of items produced by an organization or percentage of profit earned at the end of the production cycle or financial year. It can also be measured by output of production per hour. In case of service industry like hotels or hospitals, occupancy of suites in a hotel on daily basis and turnover of patients per day can express the productivity of the service organization.

Job satisfaction: Job satisfaction can be explained as a general attitude towards one's job. Job satisfaction is the difference between the amount of rewards workers receive and the amount they believe they should receive. It is a difference between material/money gains in terms of wages, salary and expectations. Job satisfaction sphere can be enlarged to promotion, organizational policies and its implementation, wage structure as compared to the industry norms. Job satisfaction is important because it displays demonstrated relationship to performance and value preferences. Job satisfaction is an attitude rather than a behaviour. It is negatively related to absenteeism and employee turnover. Challenging jobs should be provided to the employees and total quality management of workers is undertaken. Higher management must take quality decisions, which has an equal bearing on quality production. Organizations should evolve such policies that would increase the satisfaction level of employees and must count on intrinsic value that employees believe in.

Absenteeism: Absenteeism refers to individual absenting himself from the job or work place without any notice. While leave is also absenteeism but it is a forewarned phenomenon. In the work-setting, a supervisor is expected to be aware of individuals proceeding on leave in advance so that adequate measures are taken to hire individual in place of the person proceeding on leave. When an individual is not happy with his work, he generally absents himself. Apart from causing personal loss in terms of wages, it also causes great amount of inconvenience to the organization and hampers work schedule and productivity. If an organization works on a process manufacturing like bottling plant, the link of process is disturbed due to the individual being absent and a substitute is required to be hired at the last moment, who may not be skilled to do the job. If a large number of individuals are absent at any one time, the quality of product is reduced because of poor quality of individuals hired. Even a situation may arise to shut down a plant when absenteeism is at an optimum degree.

It may be noted that absenteeism reduces work stress and fatigue of the workers. When they join on the duty, they are fresh and it has been noticed that the production level increases. It has also been observed that managers joining on duty after a long leave of absence, give quality decisions. It is therefore necessary that the individual working in any organization should be adequately motivated, their leave appropriately planned and suitable relief arranged when they proceed on leave of absence. An organization having

zero percent of absenteeism is generally considered to be a high productive unit with a good morale of workers and high esprit de corps.

Turnover: Turnover of employees could be voluntary or involuntary. Voluntary turnover takes place when an individual leaves an organization to join another, where he believes that there may be better prospects or opportunities for growth. Apart from the above, an individual may leave the organization purely on administrative grounds like new organization being close to the residence, availability of schools in the new area etc. Involuntary turnover refers to permanent withdrawal of an employee from the organization at the organization's will. This turnover may be planned or unplanned. Persons leaving organization on retirement is a planned turnover because the management knows well in advance as to the date of retirement.

The study of employee turnover is important because it relates to manpower planning of the organization. It is the prime function of a personnel manager to identify where and when the employee is leaving the organization and ensure the vacancies so caused are kept filled. Turnover has an adverse impact on productivity. High rate of turnover leads to increased cost on recruitment, selection and training the employees. It also causes disruption in production due to various posts remaining vacant over a long period of time. It should be borne in mind that employee turnover should be kept zero if possible apart from planned turnover. This would ensure smooth functioning of the organization, sticking to the production schedules that will ultimately have a positive impact on sales revenue. Greater turnover leads to extra expenses in terms of time and efforts that could be avoided. Social scientists and management experts feel that employee turnover to some extent is good for the health of the organization. They feel that due to employee turnover, new opportunities are created to the individuals, certain amount of undesirable individuals can be replaced, new blood with higher skills, fresh ideas and motivated people can be inducted, who may have a vision and give a new look to the organization.

Independent Variables

The independent variables influencing the organizational behaviour are as under:

- (a) **Individual Variables:** Individual has value system which is exhibited by him through his personality. Apart from this he has preferences, attitude, ego and learning. All the variables influence the work environment. Managers do not have control over the individual behaviour. The knowledge of these factors is important as it has direct bearing on the organizational effectiveness and growth. These factors have a direct impact on productivity, job satisfaction, turnover and absenteeism.
- (b) **Group Variables:** Group variables are important factors influencing organizational behaviour. A group has a deciding impact on various events in the organization. The contribution of people in group is more than the sum total of individual contribution made to the organization. Study of group behaviour is carried out under several concepts like group dynamics, group decision making, power politics, leadership inter-group and intra-group behaviour, conflict management. All these variables are studied so that the energies and skills are diverted towards goal achievement in the organization.
- (c) **Structural Variables:** Structural variables are related to command and control,

reporting channels, specialisation, training and development, organization development and other variables pertaining to organizational make up, job design procurement and utilization of organizational resources. If organizational structure is flat, the people would be accountable and more responsible. Formal and informal organizations have their merits for contribution to the organization.

TYPES OF MODELS OF ORGANIZATIONAL BEHAVIOUR

The models of organizational behaviour are developed considering input, process and output. Input contains various independent variables. Processes involve interaction with other individuals, groups formally or informally and take into consideration organisational resources, managerial roles, leadership styles, motivational factors, level of conflicts, stress factors, channels of command and control, organisational development measures undertaken by the organization, prevailing organizational culture and hosts of other factors. These factors then culminate into output in the form of dependent variables discussed earlier. The models of organizational behaviour have been developed through the historical development of management thoughts discussed in chapter two of the book. In India, organizational behaviour models differ from organization to organization. Every organization adopts one or more models of behaviour. The different types or organizational behaviour models are discussed in succeeding paragraphs.

Feudal Model: Feudal Model treats employees inferior. The concept is based upon Theory X where actions, policies and procedures are considered superior to human beings. In feudal model employees are treated sternly and hire and fire principle is applicable in the organization. A fear psychosis is created among the employees. These models have been practiced world over by various organizations where people have been laid off for cost cutting. Employee desires, value, emotions are not considered pragmatically by the organizers. People are treated as another resource for all purposes.

Autocratic Model: Autocratic model is based on the concept that managers are superior. They have power to hire and fire any employees. Managers words are considered final. Autocratic model believes in power and authority of the manager. Employee have to obey the orders of the boss. Autocratic model proposes that minimum employee needs are met. It believes that higher salaries given to employees is sheer waste of resources as they spend money for unproductive needs. Individuals are controlled by the managers based on official authority and power attached to it. Employees are driven to work as this model assumes that nobody wants to work unless he is forced to do so. Managers are considered neutral born leaders who are obeyed and respected in all areas. The autocratic model is very commonly used in Indian organizations like, railways, defence organization, police organization, banks etc. Autocratic model has however proved to be partly in-effective because of introduction of human rights commission. This has reduced the scope to abiding by rules regulations and written instructions of an organization.

Custodial Model: Custodial model imply that owners are custodian of resources in the organization and they are bound to look after the welfare of employees. It considers that assets of organization belong to industrialist, managers and employees in equal measures and that nobody has monopoly rights. Employees are given opportunities to bring their problems to the notice of the employer and it is the duty of the latter to solve the same. Redressal of grievance procedure exists in the organization. Employees depend

on the organization for security and their welfare. The organizations provide wages and salary while employees are in service. They also provide pensionary benefits to the employees so that they can sustain their post retirement life comfortably. While in service employees get fair wages rather than subsistence wages. They depend on the organization rather than the boss. Employees devote themselves for the organizational development because they feel that the organization look after the employee welfare not only during service but also post service periods. Employees are interested in economic rewards and benefits. The model proposes passive involvement of employees and money as the only motivating factor. Direct cooperation of employees is not sought. Employee value, preferences, attitude, emotions and psychological motivational factors are not considered for organizational effectiveness. The model however is useful for organizational growth.

Supportive Model: Employees are considered active workers who have their value, attitude, desire, and preferences. Leaders use attitude and value system of employees to motivate them. Supportive model believes that employees are active and with ideal environment and support, they can use their energies and skill for higher productivity of the organization. If employees are given oppourtunities they can increase their capacity to do a particular work. Owner has to provide and support various activities for individual, group and organizations. The employees should develop sense of belonging and feeling of participation in over all organizational growth. The model does not support the custodial model concept where money is considered as motivating factor. Employees get oppourtunities for recognition. They develop positive outlook towards work culture. Managers and workers participate together in the development of organization while achieving development of their own skills. Many organizations have developed as a result of adopting the supportive model. The model helps in the development of individuals, groups and organizations. It is more effective in developed countries. It has not been proved very effective in developing nations because of restrictive social and cultural environment. Supportive model is used in many organizations with modifications.

Collegial Model: Collegial model refers to body of persons having common objective. The basis of the model is the partnership of the employees with owners. The emphasis is on team management between workers and owners. Employees are given responsible and trustworthy jobs. They are self-disciplined and self-motivated. Managers and workers have similar activities, work environment and understanding. Managerial cadre is not considered superior to the employees. They contribute jointly rather than bosses or leaders. They have to develop as a team with employees and impress upon quality and performance. Combined efforts contribute to the growth and performance of the organization.

Human Value Model: The natural process of behaviour is **Stimulus, Organism, Behaviour and Consequence**. It is generally known as SOBC. Every organization should provide enough incentives in the form of intrinsic and extrinsic stimuli. Intrinsic stimulus is achieved by encouraging individuals by recognition, empowerment, delegation of authority, better inter-personal relations and cognitive behaviour in general. Extrinsic stimuli refers to economic incentives in the form of reward for the job done. It is monetary in nature and are exercised for influencing organism of employees. The aim of these incentives are to stimuli the employees in the desired direction so that productivity and growth is achieved. Organizations should identify best social, cultural, physical and tecnological stimuli so that positive consequences in the form of behaviour is achieved. It must be understood that people work in the organization for achieving psychological satisfaction. They want to

belong to a social group so that they are mentally at peace and that would lead to desired behaviour in the organization. Environment of the organization therefore must be conducive to work and quality of work life should be very rich.

Contingency Model: Contingency model of organizational behaviour refers to complex variables that influence individual, group and organizational structures. Contingency model is designed to meet the contingent situations like management of conflict, handling of stress, achieving growth and managing the complexities caused due to changes in organization structures. In the contingency model relations between manager and employees are based on co-operation, trust and desire of well-being. Promotion to employees are assured. No distinction is made between specialist and non-specialist. It is also known as the hybrid model where long term employment is assured to the employees.

Environmental Factors

Environment has impact on individual's behaviour. When a child is born, he is raised in a particular culture that establishes values, norms and attitude. These are passed on to subsequent generations. Early conditions have permanent impact on the child. Family norms and social group influences an individual to a great extent. First born child and later born child may display different attitude and approach to life. Environmental factors that have impact on individual behaviour are 1) General economic situation of the organization one is serving. An individual serving in government/ public sector undertaking has a job security. Those serving in private organization may be worried about retrenchment. 2) Wages is another issue. It will determine the social norms an individual is able to practice. 3) An individual who has employability is able to secure job in organization of own choosing. In the recent past software professionals shifted their jobs very frequently. Technical qualification is therefore an important factor that has impact on human behaviour. Monetary and psychological aspects play a decisive role in human behaviour. 4) Political, social, legal and technological environment should be sound and conducive to work culture. Owners should analyse the situation and be vigilant about employee attitude, behaviour and pre-empt any dangerous behavioural situation.

SUMMARY

Individual behaviour is very complicated. An individual behaves differently in various situations. It is necessary for a manager to identify "needs" of the individual and evolve such strategies that satisfy them. Based upon knowledge, skill and experience, a manager should be able to predict individual behaviour. Motivation of individual differs when intrinsic and extrinsic rewards are given to him. He reacts in a different way as it relates to compensation. Individual behaviour is founded on 1) biological and individual factors that include Physical attributes, age, gender, marital status, number of dependants and experience/tenure. 2) emotional intelligence of the individual and 3) learned characteristics that include personality, attitude, perception and value system of the person.

Emotional intelligence is now considered as a measure of one's feelings and application of social skill. Learned optimism is an ability of an individual to perform. There are two types of persons. They are either optimist or pessimist. An optimist makes specific, temporary natured external causal attributions while pessimist makes global, permanent external attributions. Goleman states that emotional intelligence is bedrock of individual

competencies. He further clarifies that “emotional competency refers to personal and social skills that are based on emotional intelligence. These are further classified into self awareness, social awareness, self management and relationship management competencies”. Learned characteristics include personality, culture, heredity, attitude and values. These have tremendous effect on job performance growth and job satisfaction. These characteristics and emotional intelligence factors that have a direct impact on productivity, Job satisfaction, absenteeism and turnover. The latter are therefore called dependant variables. Various organizational models are feudal model, autocratic model, supportive model, collegial model, human value model and lastly the contingency model.

TEXT QUESTIONS

- Q. 1. Explain individual behaviour. What is its relationship with intrinsic and extrinsic rewards?
- Q. 2. What are various biological and individual factors that have impact on productivity, job satisfaction, absenteeism and turnover?
- Q. 3. Explain concept of emotional intelligence.
- Q. 4. What do you understand by learned optimism?
- Q. 5. Draw out a framework of emotional competence and explain individual behaviour?
- Q. 6. What are various learned characteristics of an individual. How these affect behaviour?
- Q. 7. What are various dependant variables. Explain each of them in detail?
- Q. 8. What are various OB models. Discuss?
- Q. 9. What environmental factors have influence on individual behaviour. Discuss?

Case

THE UNATTENDED ACCIDENT

Mrs. S. Madhuri

Vinod Khanna left Bombay for Surat on official work on 3rd November, by 10.45 p.m. train. On the following day in Surat, Vinod received a phone call from a colleague in Bombay saying that his mother and his children had met with a car accident. He phoned back his sister in Bombay and got the details about the accident. As he felt concerned about the nature of injuries to his mother, he felt it advisable to return. He therefore, took the evening plane back to Bombay. Vinod Khanna stays in the housing colony of the company with his parents and his children. The company and its housing colony are situated at a place not easily accessible to the mainland city of Bombay. On the previous evening, when he was leaving for Surat, he had requisitioned the office car at 7.45 p.m. for commuting to the station. On the way to the station, he had picked up his mother and children from his sister's house in the mainland city.

After seeing him off at the railway station. His family members were returning to their company quarters by the same car. Half the way up, the car was hit by a truck. The driver received minor injuries. Vinod's daughter got some bruises. His son's jaw was badly hurt

endangering one of his teeth. His mother was hurt on the face, her denture was thrown off and her ears started bleeding. The car was badly damaged. An RTO officer who was around directed the driver and Vinod's relations to the nearest police station. From the police station the driver called the company's Administrative Officer and informed him about the accident. Vinod's son contacted his aunt who came and took care of the children and the mother. They were taken to a hospital where the children were treated and allowed to go, and the mother was hospitalized.

The next morning, that is on 4th November, Vinod's sister called the company's Administrative Officer and was informed as to where Vinod could be contacted. She also called a colleague of Vinod and told him about the accident. On reaching his office on 5th November, Vinod complained to the Chief Executive about the neglect and lack of concern shown by the administration regarding the accident. The Administrative Officer had not taken any immediate action consequent to the driver's phone call. Vinod also complained that while commuting to the office that morning by the company's bus. The Administrative Officer confirmed that he received the driver's phone call at 11.30 p.m. He maintained that the driver had said that he had been slightly injured. Where after he had talked to the police sub-inspector on duty, who also informed him that the driver and Vinod's son had received minor injuries; and that he would release the driver and the car immediately. The Administrative Officer further contended that the driver did not ask to be picked up also that he did not know that Vinod's mother was also in the car and that she had been badly hurt. The driver submitted his report the next evening.

The driver contended that after phoning the Administrative Officer from the police station, he went back to the car at the site of the accident and spent the night with his injuries untreated. He said since the police officer talked to the Administrative Officer in English, he did not know what conversation took place between them. In the morning, he phoned the transport incharge, whence he was picked up and the car towed to the company premises. The transport incharge, Mr. Kashyap maintained that the car and the driver were assigned for duty only upto the railway station and back. He said he also did not know that Vinod's mother had been in the car until the driver filed his report. Nor, he said, did he notice Vinod on the bus on the morning of 5th November.

On 6th November, the Chief Executive received a memorandum from the Employees Association of the company complaining about the inaction of the Administrative Officer concerning the accident.

QUESTIONS

Read the above case carefully and answer the following questions.

- Q. 1. Identify the human relations problems in the case.
- Q. 2. It is possible to deal with the problem through formal procedures?
What are the likely consequences of dealing with it formally?
- Q. 3. What may be other methods of resolving the problem?
- Q. 4. What kind of behavioural change is required on the part of different functionaries involved?