Meaning and Concept, Scope of <u>ORGANIZATIONAL BEHAVIOUR.</u>

The study of Organizational Behavior (OB) is very interesting and challenging too. It is related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. The study of organizational behavior relates to the expected behavior of an individual in the organization.

No two individuals are likely to behave in the same manner in a particular work situation. It is the predictability of a manager about the expected behavior of an individual. There are no absolutes in human behavior. It is the human factor that is contributory to the productivity hence the study of human behavior is important. Great importance therefore must be attached to the study.

Researchers, management practitioners, psychologists, and social scientists must understand the very credentials of an individual, his background, social framework, educational update, impact of social groups and other situational factors on behavior.

In words of K Aswathappa, "Organizational Behavior (OB) is the study of human behaviour in organizational setting, of the interface between human behaviour and organisation and of the organization itself."

In words of **Stephen P. Robbins,** *"Organizational Behavior (OB) is a field of study that investigates the impact that individuals, groups and structures have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness."*

According to **L. M. Prasad,** *"Organizational Behavior (OB) can be defined as the study and application of knowledge about human behaviour related to other elements of an organization such as structure, technology and social systems."*

According to **Davis and Newstram***, "Organizational Behavior (OB) is the study and application of knowledge about how people act within organizations."*

According to **Fred Luthans***, "Behaviour is directly concerned with the understanding, prediction and control of human behaviour in organizations."*

In words of **John Newstram and Keith Devis***, "Organizational behaviour is the study and application of knowledge about how people as individuals and as groups act within organizations. It strives to identify ways in which people can act more effectively."*

OB is the study of individual behaviour in isolation, when in group and as a part of an organization. The study of individual behaviour only, would be incomplete because behaviour is affected by the people surrounding us as well as by the organization, in

which we work. Studying only individuals or only organizations would be of no use. It is essential to study both simultaneously.

NATURE OF ORGANIZATIONAL BEHAVIOR (OB)

The nature it has acquired is identified as follows:

1. A Separate Field of Study and Not a Discipline Only

By definition, a discipline is an accepted science that is based on a theoretical foundation. But, O.B. has a multi- interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.

2. An Interdisciplinary Approach

Organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analyzing organizational behaviour.

3. An Applied Science

The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while the former concentrates of fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. A Normative Science

Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accepted organizational goals. Thus, O.B. deals with what is accepted by individuals and society engaged in an organization. Yes, it is not that O.B. is not normative at all. In fact, O.B. is normative as well that is well underscored by the proliferation of management theories.

5. A Humanistic and Optimistic Approach

Organizational Behaviour applies humanistic approach towards people working in the organization. It, deals with the thinking and feeling of human beings. O.B. is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualise these potentials if they are given proper conditions and environment. Environment affects performance or workers working in an organization.

6. A Total System Approach

The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioural scientists to analyze human behaviour in view of his/her socio-psychological framework. Man's socio- psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

CHARACTERISTICS OF ORGANIZATIONAL BEHAVIOUR

1. Organizational behaviour is a rational thinking, not an emotional feeling about people. The major goals of organizational behaviour are to explain and predict human behavioural in organizations. It is action-oriented and goal-directed.
2. Organizational behavioural seeks to balanced human and technical values at work. It seeks to achieve productivity by building and maintaining employee's dignity, growth and satisfaction, rather than at the expense of these values.
3. Organizational behaviour integrates behavioural sciences. Many of its core concepts are borrowed from others fields and discipline like social psychology, sociology, and anthropology, etc.
4. Organizational behaviour is both a science and an art, the knowledge about human behaviour in organizations leans towards being science. Modern organizational behaviour is, at once, empirical, interpretative, and critical. It is an interpretative science in the pursuit of knowledge and meaning.

The basic purpose is to make meaningful the facts of organizational life. Modern OB is an optic perspective; a process for looking at events, a way of life. It has empirical facts, and interesting interpretations and powerful paradigms.

However it is an inaccurate science to provide specific answers to specific organizational problems. As such very little can be prescribed to consistently predict relationships between a variable on broad scale. The skills in applying the knowledge clearly lean towards being art.

5. Organizational behaviour exists at multiple like levels. Behaviour occurs at the individual, the group, and the organizational systems levels. Behaviour that is attributable to each of these levels can be both identified and isolated but at the same time these three levels interact with each other and OB-being affected by the behaviour of individuals, group level behaviour is affected by the organizational level phenomena and so on.
6. Organizational behaviour does not exist in vacuum. Organizations are made up of both social and technical components and therefore characterized as social-technical systems. The operational implication of this is that any approach of looking at behaviour must also take into account the technical component of organization especially such issues as the nature of work and the technology. Organizations at the same time, must take into account the constructs of the working environment, for example, the extent to which the market and the product is changing.

SCOPE OF ORGANIZATIONAL BEHAVIOUR

- Impact of personality on performance
- Employee motivation
- Leadership
- How to create effective teams and groups
- Study of different organizational structures
- Individual behavior, attitude and learning
- Perception
- Design and development of effective organization
- Job design
- Impact of culture on organizational behavior
- Management of change
- Management of conflict and stress
- Organizational development
- Organizational culture
- Transactional analysis
- Group behavior, power and politics
- Job design
- Study of emotions

The field of the organizational behavior does not depend upon deductions based on gut feelings but attempts to gather information regarding an issue in a scientific manner under controlled conditions. It uses information and interprets the findings so that the behavior of an individual and group can be canalized as desired.

Large number of psychologists, social scientists and academicians has carried out research on various issues related to organization behavior. Employee performance and job satisfaction are determinants of accomplishment of individual and organizational goals.

Organizations have been set up to fulfill needs of the people. In today's competitive world, the organizations have to be growth-oriented. This is possible when productivity is ensured with respect to quantity of product to be produced with zero error quality. Employee absenteeism and turnover has a negative impact on productivity.

Employee who absents frequently cannot contribute towards productivity and growth of the organization. In the same manner, employee turnover causes increased cost of production. Job satisfaction is a major factor to analyze performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization.

Organizations are composed of number of individuals working independently or collectively in teams, and number of such teams makes a department and number of such departments makes an organization. It is a formal structure and all departments have to function in a coordinated manner to achieve the organizational objective.

It is therefore important for all employees to possess a positive attitude towards work. They need to function in congenial atmosphere and accomplish assigned goals. It is also important for managers to develop an appropriate work culture. Use of authority, delegation of certain powers to subordinates, division of labor, efficient communication.

Benchmarking, re-engineering, job re-design and empowerment are some of the important factors so that an organization can function as well-oiled machine. This is not only applicable to manufacturing organizations but also to service and social organizations.

ORGANISATIONAL BEHAVIOUR – GOALS

Organisations, for their success, give importance for the development of human factor. Researches reveal that human factor can do anything for the success or failure of an organisation. Consider our public sector undertakings (PSUs). Government of India established hundreds of business houses in manufacturing and service sectors. But after many years of operation majority of the undertakings turned sick.

It is mainly due to mismanagement. Government provided funds to operate. But the human factor at work in these organisations did not manage the units as per set methods and procedure. Because of this, economy could not grow at the expected rate. Only units identified as "Navaratnas" are functioning well and are competing with many leading companies. In these PSUS, human factor is playing a positive role and has developed organizational identity". Red tapism" was the main reason for unsuccessful growth of many PSUs.

The experience derived out of the growth path of PSUs says that human factor is critical in organisations. Graduates rolled out from universities, will have specialized in their field of study. But, they learn very little during academic pursuits on interpersonal and intra-personal skills which are very essential for their success in any walk of life and for the organisations they work. Practical aspects of human behaviour at work are not taught.

Only the behavioural aspects observed and retained in formative stages of the individual plays a key role in workplaces in which the person works in future. Therefore, importance is given for behaviour modelling in workplaces. Human Resources Development (HRD) in organisations have occupied the prime place compared to finance and other functional departments.

In this backdrop, what should be the goals of "Organisational Behaviour"? The main goal is to coordinate human and non-human factors for the success of the organisation. As human factors operates and controls non-human factor, further objective is to tune and fine-tune the human behaviour to suit the requirements of the organisation.

Hence, the following activities may be considered as the goals of OB:

i. Changing the traditional slow organisational practices to modern technology based fast workplaces.

ii. Empowering employees through training and development to improve their productivity and quality of work.

iii. The existing practices (traditional) cannot make workers to be dynamic and adopt new practices. The goal of OB is to make employees to behave rationally through behaviour modeling and be dynamic and visionaries. They should be prompted to analyse the changes taking place in the organisation and draw logical inferences through reasoning.

iv. Traditional managers are "command and control" type of people. The goal of OB is to convert these type of people. The goal of OB is to convert these managers into stable leaders who work as team members along with their subordinates. Although hierarchy of positions exist, it should not be exhibited.

v. Many decision-makers, many a time, work on their instructions. But instructions do not work always. Therefore, the goal of OB is to make these people to take decisions after studying the problems in a systematic way.

vi. As technology is ruling the business world today, it has made 24 x 7 global business environment more sophisticated. Hence, one of the OB goals is to design and develop fast work practices adopting technology to increase speed and efficiency of work. This leads to increased productivity of both the work force and the organisation. The digital divide (separation of tech-savvy and non tech- savvy people) has to be minimized or eradicated by investing on human capital.

vii. Today's workforce comprises of more knowledge workers. Hence the organisations have to work on emotional aspects of workers which develops the creativity, innovation and enterprising spirit of each individual workers leading to better behaviour.

viii. The most important goal of OB is to induce workers to be ethical in their operations and in discharging assigned tasks.

Thus, the overall objective of OB is to improve the skills of the people working in an organisations in terms of changing individual behaviour and group behaviour so that organisation becomes successful. The main goal is to make the organisation a learning organisation.

<u>Organisational Behaviour – <mark>Four Major Models:</mark></u>

Autocratic, Custodial, Supportive and Collegial

There are four major models or frameworks that organizations operate out of-

1. Autocratic,

2. Custodial,

3. Supportive, and

4. Collegial.

1. Autocratic:

The basis of this model is power with a managerial orientation of authority. The employees in turn are oriented towards obedience and dependence on the boss. The employee need that is met is subsistence. The performance result is minimal.

2. Custodial:

The basis of this model is economic resources with a managerial orientation of money. The employees in turn are oriented towards security and benefits and dependence on the organization. The employee need that is met is security. The performance result is passive cooperation.

3. Supportive:

The basis of this model is leadership with a managerial orientation of support. The employees in turn are oriented towards job performance and participation. The employee need that is met is status and recognition. The performance result is awakened drives.

4. Collegial:

The basis of this model is partnership with a managerial orientation of teamwork. The employees in turn are oriented towards responsible behaviour and self-discipline. The employee need that is met is self-actualization. The performance result is moderate enthusiasm.

       Although there are four separate models, almost no organization operates exclusively in one. There will usually be a predominate one, with one or more areas over-lapping in the other models.

The first model, autocratic, has its roots in the industrial revolution. The managers of this type of organization operate mostly out of McGregor's Theory X. The next three models begin to build on McGregor's Theory Y. They have each evolved over a period of time and there is no one best model. In addition, the collegial model should not be thought as the last or best model, but the beginning of a new model or paradigm.

Organisational Behaviour – Ethical Perspective on Organisational Behaviour (OB)

Emergence and Ethical Perspective:

EMERGING ASPECTS OF OB:

Organisational behaviour has emerged gradually, right from inception of social organisation. The main factor which promoted the growth of OB was understanding the needs and motives of the people engaged in organisational activities. Individual's desires and wants were focused on the activities devoted to obtain material means of satisfaction of his wants.

In this context, one can observe that it has direct link between labour, capital and management. The fact that needs of the labour force have not been given adequate importance by the management. The discontent at the work places becomes severe due to bad working conditions, occupational diseases and the unhealthy atmosphere.

Poor workers had to work just for survival. There was no consideration to improve human relation to create behavioural satisfaction of the working class. The discontent at the work places becomes uncontrollable and resulted in industrial revolution in England in the latter half of the 18th century.

This action of the labour force brought them some relief in wages and relief measures in work places. In this regard, Robert Owen, a factory owner in Wales was the first person, who realised the needs of workers in his factory. He is sometimes referred to as the forerunner of Personnel Management.

The actual development of OB started from 1900 AD. The period witnessed scientific management of F.W. Taylor. He could inspire through his scientific management to a certain extent, workers to motivate their interest in work. Taylor advocated that improved working conditions can increase productivity. His approach made the initial momentum for OB. He believed in technical efficiency so much that this efforts could bring awakening among the workers.

It was during the First World War that 'Human relation movement' really got a significant support from the American Management Association, which took keen interest in the human factor in industry. This paved the way for the organisation for well-known conference in New York in 1918.

During this period Whiting Williams was conducting a research study on workers. Later on, he published his work entitled, "What is in the workers' mind?" In the year 1920, The book of Williams had awakened thinking among the entrepreneurs and the intellectuals all over the world about importance of human relations in industry.

Elton Mayo and Roithlesberger of Harvard University stressed the importance of "Human behaviour at work places." Their famous experiment of Hawthrone Electric Company helped in understanding the basic idea of social System within the working environment and the human problems to be solved by understanding in human factor at work.

During the Second World War and thereafter, this concept of human behaviour and an integrated relationship between management and workers gained much weightage amongst the industrialists and academicians. The contemporary organisational behaviour, by and large, became a full-fledged subject (Social Discipline) by the end of 1950 in the management field.

OB has contributed to management through its principles like setting of the goal in organisations, measures for assessing performance like MBO in performance appraisal, etc. In these fields, the contributions of Peter Drucker and Mc Gregor are worth mentioning.

CULTURAL DIVERSITY:

What is cultural diversity?

Culture is what shapes us, it is the reason we have certain beliefs, influences how we behave and is what gives us our identity. Cultural diversity is the representation of different cultural and ethnic groups in society.

When talking about cultural diversity in the workplace, it is the inclusion of employees from different backgrounds, different races, different sexual orientations and different political views. The term cultural diversity encourages an environment of inclusion, with representatives from a range of various backgrounds that come together to work as a team.

It's easy to talk about the theory and definitions of cultural diversity, but when it comes to creating that within an organisation, it very much depends on the practices used during the hiring process.

Why is cultural diversity important?

We've touched on the idea of the benefits cultural diversity offers, but equality and diversity are something that hasn't just received lip service within the media. There's been extensive research into its positive effects and the importance of business inclusivity.

Studies looking at why cultural diversity is important give us solid stats to work from when thinking about its benefits. For instance, economically, research shows that the 43 most diverse public corporations were 24% more profitable than the S&P 500. Other studies show that almost 95% of directors agree that diversity brings unique perspectives.

Ultimately, workplace diversity and inclusion allow businesses to build teams that bring different viewpoints and talents to the mix, increasing innovation and driving higher revenues.

Types of workplace diversity

To get a deeper understanding of what cultural diversity looks like, you need to start with a rundown of different types of recognised workplace diversity.

We are all defined by characteristics that go beyond the basic HR capture forms. We could write an everlasting list with all the types of cultural diversity with this theory in mind.

In HR terms, there are a few primary types of diversity characteristics to bear in mind:

Gender – women make up a bigger percentage of the workforce than ever before. But there is still a gap in terms of fair pay and the percentage of women in leadership roles.

Race and ethnicity – as ethnic and racial identities evolve, standardised forms with ethnic groups fail to hit the mark. By opening the conversation with employees and candidates on race and ethnicity, this goes a step towards improving cultural diversity.

LGBT – the LGBT community includes a complex range of people in terms of backgrounds, experiences and challenges. To work towards eliminating discrimination, careful attention needs to be paid towards a strategy as an LGBT employer.

Age – both younger and older workers can be discriminated against in terms of preconceptions. Through steps like opening apprenticeships to all ages and providing cross-generation mentoring programmes, these prejudices can be addressed.

Workers with disabilities – disabilities can cover many differences, from the ability to form social relationships to physical disabilities. Part of this can be helped with a neurodiversity programme, as well as fighting against negative perceptions.

Mental health – focusing on mental health along with workplace wellness support can combat a variety of issues, from absenteeism to behavioural problems.

Neurodiversity – recognising and providing a supportive environment for those with neurological differences that include dyslexia, autism and Tourette's helps organisations to celebrate differences and the benefits they can offer in well-matched job types.

Thought style – different personalities and thought styles can enhance creativity if the individual and the role are well matched. In contrast, it can cause stress if ill-matched.

It's worth noting that this is by no means an exhaustive list. To be truly diverse, researching and considering other differences from marital status, to education, language and accents, all come into the mix.

Six benefits of cultural diversity in the workplace

The benefits of diversity are long and varied. But here are our headline three benefits to fostering a culturally diverse policy in your organisation.

1. Cultural diversity helps develop and maximise skillsets

A culturally diverse workplace empowers people to develop their talents and skills. A range of ideas and expertise enables those to learn from a more diverse collection of colleagues.

It can also boost problem-solving capabilities and increase happiness and productivity. In an environment where all voices are heard, this spirit of innovation and encouragement to contribute can drive business success.

2. Cultural diversity improves the recruitment process

Surveys show that two-thirds of candidates cite diversity as an important consideration during a job hunt. By developing a strategy for cultural diversity, you can broaden your appeal to prospective employees, and reach out to more high-level candidates across the globe.

3. Cultural diversity can help you to retain talent

Aside from attracting a broader talent pool in the first place, cultural diversity is the key to building the ideologies of respect between company and employee, and cooperation. In turn, this makes you a more attractive proposition to valuable candidates making you stand out in the marketplace.

4. Cultural diversity improves your teams creativity

Studies have shown the positive impact a culturally diverse workforce can have on a team and companies creativity. By bringing together people from different backgrounds you will see a more diverse series of solutions to issues and approaches to projects you might have.

A more diverse workforce allows you to bring new ways of thinking into the business that can be applied in many different ways. By listening to each employee's voice and way of thinking, a company will no longer be pigeon-holed in one direction.

A company that actively encourages diversity in the workplace will see more perspectives being discussed and more solutions being thought of than ever before. This can inspire employees to perform to the highest of their abilities.

5. Cultural diversity can help increase employee engagement

The best way to learn about other cultures and ethnicities is by talking to someone with that background. Research can only get you so far and has a far less personal touch. By communicating with someone with a different culture or background you not only gain first hand knowledge, you connect with someone directly.

Employees who engage with others about their background during lunches or out of hours drinks will feel better connected to a company, feel truly listened to and in turn engage further with their colleagues and the business.

Employee engagement helps build trust, starting from the very top and moving all the way down throughout the company. Engagement is always positive for the company, it can lead to greater motivation, collaboration and loyalty.

6. Cultural diversity will improve your company's reputation

A company that employs people from all different types of cultures and backgrounds will be considered a good employer. This reputation amongst employees will elevate a company's standing and attract more people to come and work there.

Your company's reputation amongst its customers is one of the most important things. Customer service and reputation can be greatly improved through a diverse workforce, with different employees being able to assist customers in a more personal way thanks to shared experiences and understanding.

PERCEPTION

Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

It can be divided into six types −

- **Of sound** − The ability to receive sound by identifying vibrations.
- **Of speech** − The competence of interpreting and understanding the sounds of language heard.
- **Touch** − Identifying objects through patterns of its surface by touching it.
- **Taste** − The ability to receive flavor of substances by tasting it through sensory organs known as taste buds.
- **Other senses** − They approve perception through body, like balance, acceleration, pain, time, sensation felt in throat and lungs etc.
- **Of the social world** − It permits people to understand other individuals and groups of their social world. **Example** − Priya goes to a restaurant and likes their customer service, so she will perceive that it is a good place to hang out and will recommend it to her friends, who may or may not like it. Priya's perception about the restaurant is good.

PERCEPTUAL PROCESS

Perceptual process are the different stages of perception we go through. The different stages are −

- Receiving
- Selecting
- Organizing
- Interpreting

Receiving

Receiving is the first and most important stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs.

Selecting

Selecting is the second stage in the process. Here a person doesn't receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.

- **External factors** − The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity, and novelty.
- **Internal factors** − The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance, and interest.

Organizing

Keeping things in order or say in a synchronized way is organizing. In order to make sense of the data received, it is important to organize them.

We can organize the data by −

- Grouping them on the basis of their similarity, proximity, closure, continuity.
- Establishing a figure ground is the basic process in perception. Here by figure we mean what is kept as main focus and by ground we mean background stimuli, which are not given attention.
- Perceptual constancy that is the tendency to stabilize perception so that contextual changes don't affect them.

Interpreting

Finally, we have the process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. It includes stereotyping, halo effect etc.

IMPORTANCE OF PERCEPTION IN OB

We need to understand what the role of perception in an organization is. It is very important in establishing different role of perceptions like −

- Understanding the tasks to be performed.
- Understanding associated importance of tasks allotted.
- Understanding preferred behavior to complete respective tasks.
- Clarifying role perceptions.

For example, every member in a group has to be clear regarding the role allotted to them. Programmer writes the code, tester checks it, etc.

ATTITUDES- MEANING AND EFFECTS OF EMPLOYEE ATTITUDE

The study of attitudes has been at the forefront of social psychology for many years. Attitude field is vast and diverse accumulating over 80-plus years. The study of attitudes has been a core topic in social psychology. Attitudes are involved in practically every other area of the discipline, including social perception, interpersonal attraction, prejudice and discrimination, conformity, compliance, and so on. The chief reason why the concept of attitude is so central to psychology is because the aim of psychology is to study behaviour, and attitudes are supposed to influence behaviour

Let us first try to understand what exactly an attitude is.

Early on attitudes were defined very broadly. Allport (1935) defined attitude as

"a mental and neural state of readiness, organised through experience, and exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related" (p. 784).

With such a broad definition it is easy to see why attitudes were seen as the central construct of social psychology. Since Allport, the definition of attitude has evolved considerably and become narrower. Attitudes are now looked as evaluative statements— either favourable or unfavourable- concerning some aspect of the social world. For instance, Fishbein and Ajzen (1975) **define an attitude as** :-

"a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object" (p. 6).

"Object" includes people, things, events, and issues. When you use such words as like, dislike, love, hate, good, bad, yuck, etc. you are describing your attitudes. In this view, attitudes then are evaluations of a particular person, group, action, or thing.

A similar definition was proposed by Eagly and Chaiken (1993), according to whom, *"Attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour" (p. 1).*

Thus an attitude is focused on a particular entity or object, rather than all objects and situation with which it is related.

Psychologists use specialized terms to describe certain classes of attitudes. For e.g., an attitude towards the self is called self-esteem, negative attitudes towards specific groups are called prejudice, attitudes towards individuals are called interpersonal attraction, and attitude towards own job is called job satisfaction.

Simply defined, attitudes are generally positive or negative views of a person (including oneself) place, thing, or event (the attitude object).

The effect of employee attitude on Job Performance

People's attitudes can affect any situation they may be in. Attitudes may influence, in particular, the input and outcome of a situation. The impact of attitude can be felt in the workplace, for example. If you have a good attitude, you may get job satisfaction and organizational commitment, and you are more likely to stay in your job. Bad attitudes, on the other hand, are likely to increase your likelihood of leaving your job. The following reasons explain why your attitude affects your workplace.

Overshadows Achievements

Habitual negativity can rapidly become your trademark in the workplace. If you are always exhibiting a negative attitude, people will not see your good qualities and accomplishments. If an employer feels the need to lay off some employees, those with a negative attitude will be the first to be considered. If you have a positive attitude, however, your employer may give you a second chance even if you were among those being considered for dismissal.

Perceptions

Your behaviour affects others' perceptions of you. You might not say anything, or make a comment that sounds good, but your body language can betray a negative attitude. If your work involves plenty of teamwork, your attitude could cause a project to fail. However, it can succeed if you appear to have a change in attitude.

Demoralization of fellow workers

Your negative attitude influences your subordinates to perform poorly at work. For example, if you are always late or absent because you do not like your job, the punctual or ever-present employees may not see the need to maintain punctuality or regular attendance. Their morale may be eroded especially if no disciplinary action is taken to reprimand your actions.

Unhappy Customers

Bad attitude could ruin your business. If your customers experience a negative attitude from you or your employees, they are unlikely to return. Customers usually avoid dealing with rude representatives of businesses. If they sense a negative attitude, they'll develop employee apathy that could cause incomplete fulfillment of orders or blown project deadlines, for instance. You need to monitor how employees who deal directly with customers perform if you feel that customers are dissatisfied.

Team spirit

Attitudes enhance the competitive environment in the workplace. A negative attitude can cause workers within your company to develop distrust. Employees can try to achieve success at each other's expense. A positive attitude, however, can be a motivator that may influence employees to improve their performance and productivity.

Turnover

Attitude may affect employee retention in your company. Your workers will Want to stay where they may consider being a favourable environment. Employees become more involved in the success of

your firm if they sense a positive attitude from you but a negative attitude increases employee turnover. You can, therefore, end up losing experienced staff members and hamper your company's growth potential. Attitude could make a situation better or worse depending on the situation. It is important to adjust your attitude appropriately, as it could seriously affect the operations of your business.

JOB SATISFACTION

Job satisfaction is another important technique used to motivate the employees to work harder. It has often been said that "A happy employee is a productive employee." A happy employee is, generally, that employee who is satisfied with his job. Job satisfaction is very important because most of the people spend a major portion of their life at their working place.

Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well being. Though it is a debatable point as to which one is the cause and which is the effect, but there are correlated to each other.

Definition of Job Satisfaction:

In simple words, job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job. feels good about it and values his job highly.

A few definitions of job satisfaction are quoted as follows:

According to E.A. Locke, 'Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."

According to Fieldman and Arnold, "Job satisfaction will be defined as the amount of overall positive affect or (feelings) that individuals have towards their jobs."

According to Andrew Brin, "Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job- dissatisfaction."

According to Keith Davis and Newstronx, "Job satisfaction is the set of favourable or unfavourable feelings with which employees view their work."

We can say that job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. In the field of organizational field, job satisfaction is considered the most important and frequently studied attitude.

**There are three important dimensions to job satisfaction:**

(i) Job satisfaction cannot be seen, it can only be inferred. It relates to one's feelings towards one's job.

(ii) Job satisfaction is often determined by how will outcomes meet the expectations or exceed the expectations. If the employees working in the organisation feel that they are working much harder than others in the department but are receiving lower rewards, they will be dissatisfied and have a negative attitude towards the job, the boss and the co-workers. On the other hand, if they feel that they are being paid equitably and treated well by the organisation, they will be satisfied with their jobs and will have positive attitudes.

(iii) Job satisfaction and job attitudes are typically used inter changeably. Positive attitudes towards the jobs are conceptually equivalent to jobs satisfaction and negative attitudes towards the job indicate job dissatisfaction.

Even though these two terms are used interchangeably, but there are differences between the two. Job satisfaction is a specific subset of attitudes. Attitudes reflect one's feeling toward individuals organisations and objects. But job satisfaction refers to one's attitude towards a job. Attitudes refer to predispositions to respond but satisfaction relates to the performance factors. Attitudes are long lasting, but satisfaction is dynamic and it keeps on changing. It can decline even more quickly than it developed. Thus, managers need to pay attention to job satisfaction constantly.

Factors Influencing Job Satisfaction:

There are a number of factors that influence job satisfaction. A number of research studies have been conducted in order to establish some of the causes that result in job satisfaction. These studies have revealed consistent correlation of certain variables with the job satisfaction.

These factors can be explained with the help of the chart:
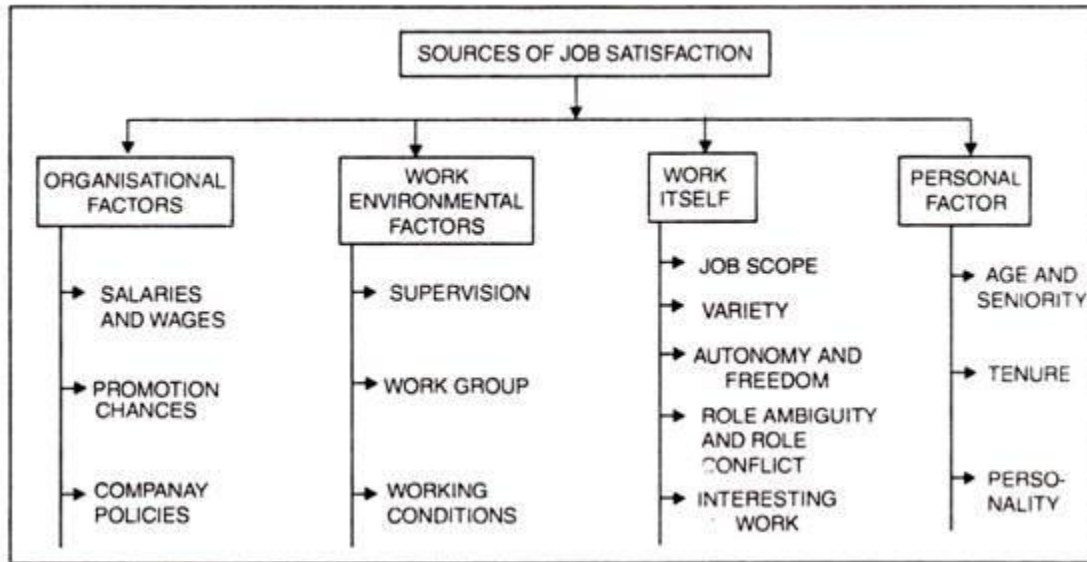
These factors can be discussed in detail as follows:

A. Organisational Factors:

Some of the organisational factors which affect job satisfaction are:

1. Salaries and Wages:

Wages and salaries play a significant role in influencing job satisfaction. This is basically because of a few basic reasons. Firstly, money is an important instrument in fulfilling one's needs. Money also satisfies the first level needs of Maslow's model of satisfaction. Secondly, employees often see money as a reflection of the management's concern for them. Thirdly, it is considered a symbol of achievement since higher pay reflects higher degree of contribution towards organizational operations.

Non monetary benefits are also important, but they are not as influential. One reason for that is that most of the employees do not even know how much they are receiving in benefits. Moreover, a few tend to under value there benefits because they do not realize their monetary value. The employees, generally, want a pay system which is simple, fair and in line with their expectations.

2. Promotion Chances:

Promotional chances considerably affect the job satisfaction because of the following reasons:

Firstly, Promotion indicates on employee's worth to the organisation which is highly morale boosing. This is particularly true in case of high level jobs. .

Secondly, Employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied.

Thirdly, Promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.

3. Company Policies:

Organizational structural and policies also play on important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature.

Organisational policies also govern the human behaviour in the organizations. These policies can generate positive or negative feelings towards the organization. Liberal and fair policies usually result in more job satisfactions. Strict policies will create dissatisfaction among the employees because they feel that they are not being treated fairly and may feel constrained.

Thus, a democratic organisational structure with fair and liberal policies is associated with high job satisfaction.

B. Work Environmental Factors:

The work environmental factors include the following important factors:

1. SUPERVISION:

Supervision is a moderately important source of job satisfaction. There are two dimensions of supervisory styles which affect the job satisfaction:

First is Employee Centeredness:

Whenever the supervisor is friendly and supportive of the workers there is job satisfaction. In this style, the supervisor takes personal interest in employee's welfare.

Second is Participation:

The superiors who allow their subordinates to participate in decisions that affect their own jobs, help in creating an environment which is highly conducive to job satisfaction. Thus, the supervisors who establish a supportive personal relationship with subordinates and take personal interest in them, contribute to the employees' satisfaction.

2. WORK GROUP:

The nature of the work group or team will have effect on job satisfaction in the following ways:

(i) A friendly, and co-operative group provides opportunities to the group members to interact with each other. It serves as a source of support, comfort, advice and assistance to the

individual group members. If on the other hand, the people are difficult to get along with, the work group will have a negative impact on job satisfaction.

(ii) The work group will be even a stronger source of satisfaction when members have similar attitudes and values. In such a group, there will less friction on day to day basis.

(iii) Smaller groups provide greater opportunity for building mutual trust and understanding as compared to larger groups.

Thus, the group size and quality of interpersonal relations within the group play a significant role in worker's satisfaction.

3. Working Conditions:

Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction. While the desirable working conditions are taken for granted and may not contribute heavily towards job satisfaction. Poor working conditions do become a source of job dissatisfaction.

Simply because they lead to physical discomfort and physical danger. Moreover, all the employees are not satisfied or dissatisfied by favourable or unfavourable work environment as shown in the figure given below.
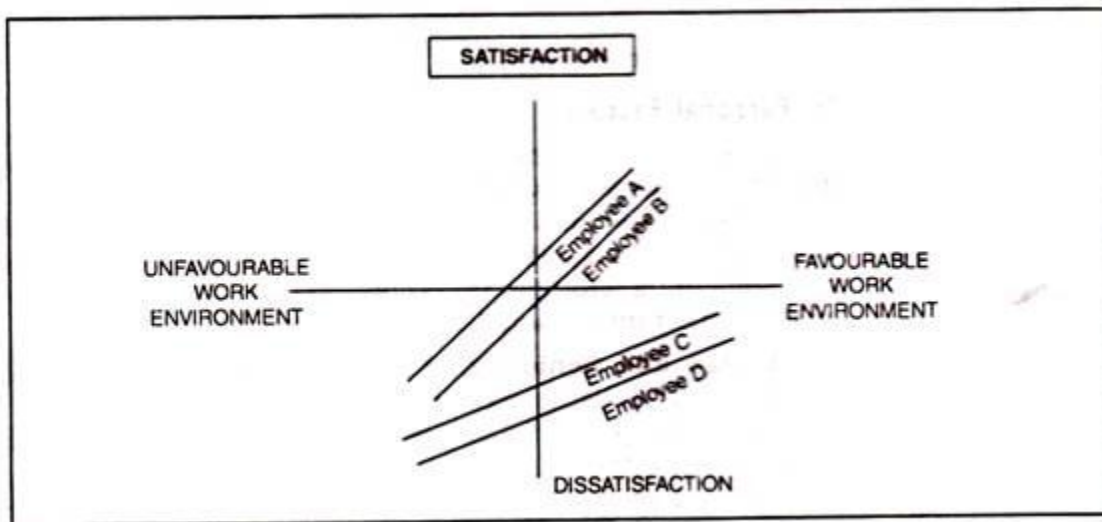
As shown in the figure, all the four employees are dissatisfied when the working conditions are unfavourable. However, as the working conditions start becoming favourable, the job satisfaction of employee A and B increases sharply while employees C and D have only minor increase in satisfaction.

C. WORK ITSELF:

The content of the work itself plays a major role in determining the level of job satisfaction.

Some of the aspects of the work which affect job satisfaction are:

(i) Job Scope:

It provides the amount of responsibility, work pace and feedback. The higher the level of these factors, higher the job scope and higher the level of satisfaction.

(ii) Variety:

A moderate amount of variety is very effective. Excessive variety produces confusion and stress and a too little variety causes monotony and fatigue which are dis-satisfiers.

(iii) Lack of Autonomy and Freedom:

Lack of autonomy and freedom over work methods and work pace can create helplessness and dissatisfaction. Employees do not like it when their every step and every action is determined by their supervisor.

(iv) Role Ambiguity and Role Conflict:

Role ambiguity and role conflict also lead to confusion and job dissatisfaction because employees do not know exactly what their task is and what is expected of them.

(v) Interesting Work:

A work which is very interesting and challenging and provides status will be providing satisfaction to the employees as compared to work which is boring and monotonous.

D. PERSONAL FACTORS:

Personal attributes of the individuals also play a very important role as to whether they are satisfied at the job or not. Pessimists and people with negative attitudes will complain about everything including the job. They will always find something wrong in every job to complain about.

Some of the important personal factors are:

1. Age and Seniority:

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

2. Tenure:

Employees will longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs.

3. Personality:

Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, and maturity, and decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction. This type of satisfaction comes from within the person and is a function of his personality. Accordingly, in addition to providing a healthy work environment, management must ensure that the employee is happy with himself and has a positive outlook on life.

Achievement Motive

An **Achievement Motive** is an impulse to master challenges and reach a high standard of excellence. Both personality and situational factors influence achievement motivation.

Researchers often use the **Thematic Apperception Test(TAT)** to measure people's need for achievement. The TAT consists of a set of ambiguous pictures, such as one of a woman standing in the doorway of a room. Researchers ask subjects to make up stories about these pictures. Some subjects' stories consistently contain themes that relate to achievement. Researchers consider these subjects to have a high need for achievement.

Personality Factors

High-achievement motivation tends to lead to particular personality features. These include persistence, ability to delay gratification, and competitiveness:

•   • **Persistence:** High achievers tend to be very persistent and work hard to attain goals they set for themselves.

•   • **Ability To Delay Gratification:** High achievers tend to have a greater ability to delay gratifying their impulses in the short term in order to reach long-term goals.

•   • **Competitiveness:** High achievers tend to select careers that give them opportunities to compete with other people.

Self-Fulfilling Prophecies

Expectations can result in self-fulfilling prophecies. If a student expects to get an A on a term paper, she'll work hard, and her work will be more likely to earn her an A.

Situational Factors

Some situational factors also affect achievement motivation. They include the expectation of success, incentives, control, and opportunity:

•   • **Expectation Of Success:** People are more likely to have a high expectation of success if they have a feeling of **Self-Efficacy**, or confidence in their own ability to meet challenges effectively. People can acquire self-efficacy by dealing with difficulties and learning from mistakes. Having good role models and getting constructive feedback and encouragement also help to build self-efficacy.

•   • **Incentives:** Incentives reward people for their competence and motivate them to achieve. However, incentives can also decrease people's intrinsic motivation if people focus on getting incentives rather than doing tasks for their own sake.

•   • **Control:** People tend to have more motivation to achieve if they feel they have control over some aspects of their work.

•   • **Opportunity:** People are motivated to achieve only when they have the opportunity to achieve.

High Achievers Prefer Moderately Difficult Tasks

People with a high need for achievement tend to prefer moderately difficult tasks. Such tasks allow people to succeed and to see themselves as competent for having succeeded.

Very difficult tasks tend to prevent success, and very easy tasks don't allow people to feel competent when they succeed.

The Power of Goals

Goals are most likely to increase motivation to achieve if they are specific, challenging but achievable, and positive:

- **Goals Should Be Specific.** The more specific the goals, the more effective they are as motivators.

Example: If Steve is trying to get all his reading done for a final exam, a specific goal, such as I will finish one chapter each week,is more effective than a more diffuse goal, such as I will make sure I'm ready for my final.

- **Goals Should Be Challenging But Achievable.** Goals have to be difficult enough to be challenging but easy enough to be reachable.

Example: *If Kelly has been struggling to maintain a C average in a class all semester, a goal such as I will make a B on the final exam will be more motivational than a goal such as I will get an A in this class.*

•   • **Goals Should Be Positive.** It is better for people to frame goals in terms of what they *will* do rather than in terms of what they *will not* do.

Example: *A goal such as I will study for an hour every weekday evening is likely to be more effective than a goal such as I will not go out on weekday evenings*