**Theory Notes**

**Course No. : abm -246**

**Course Title: Organizational Behaviour for Business Management**

**Credit: (2+0=2)**

**Semester: IV (New)**

**Lecture No. 1 Organization and its analysis**

**Management – Definition**

**According to Lawrence A. Appley,** management is an art of getting things done through the efforts of other people.

**Henri Fayol defined management**, as the conduct of affairs of a business, moving its objective through a continuous process of improvement and optimization of resources via the essential management functions. The manager has to forecast and plan, to organize to command, to co-ordinate, and to control the business for attaining its goals.

**Definition of organization**

According to Gary Johns, "Organizations are social inventions for accomplishing goals through group efforts".

**G. E. Milward:** “Organisation is the harmonious inter-relation of functions and staff.”

**Mooney and Reiley:** “Organisation is the form of every human association for the attainment of common purpose.”

There are three significant aspects in the above definition, which require further analysis. They are as follows:

* ***Social Inventions:***The word "social" as a derivative of society basically means gathering of people. It is the people that primarily make up an organization.
* ***Accomplishing Goals:***All organizations have reasons for their existence. These reasons are the goals towards which all organizational efforts are directed. While the primary goal .of any commercial organization is to make money for its owners, this goal is inter-related with many other goals. Accordingly, any organizational goal must integrate in itself the personal goals of all individuals associated with the organization.
* ***Group Effort:***People, both as members of the society at large and as a part of an organization interact with each other and are inter-dependent. Individuals in themselves have physical and intellectual limitations and these limitations can only be overcome by group efforts

**Nature of organization:**

1. **Process:** Organiasation is a process of defining, arranging and grouping the activities of an enterprise and establishing the authority relationships among the persons performing these activities. It is the framework within which people associate for the attainment of an objective.
2. **Structure:** The function of organizing is the creation of a structural framework of duties and responsibilities to be performed by a group of people for the attainment of the objectives of the concern. The organization structure consists of a series of relationships at all levels of authority.An organisation as a structure contains an “identifiable group of people contributing their efforts towards the attainment of goals.
3. **Dividing and Grouping the Activities:** Organising means the way in which the parts of an enterprise are put into working order. In doing such, it calls for the determination of parts and integration of one complete whole on the other. In fact, organisation is a process of dividing and combining the activities of an enterprise. Activities of an enterprise are re­quired to be distributed between the departments, units or sections as well as between the persons for securing the benefits of division of labour and specialisation, and are to be inte­grated or combined for giving them a commonness of purpose.
4. **Accomplishment of Goals or Objectives:** An organisation structure has no mean­ing or purpose unless it is built around certain clear-cut goals or objectives. In fact, an organi­sation structure is built-up precisely because it is the ideal way of making a rational pursuit of objectives. Haney defines organisation as: “a harmonious adjustment of specialised parts for the accomplishment of some common purpose or purposes”.
5. **Authority-Responsibility Relationship:** An organisation structure consists of vari­ous positions arranged in a hierarchy with a clear definition of the authority and responsibility associated with each of these. An enterprise cannot serve the specific purposes or goals unless some positions are placed above others and given authority to bind them by their decisions.
6. **Human and Material Aspects:** Organisation deals with the human and material factors in business. Human element is the most important element in an organisation. To accomplish the task of building up a sound organisation, it is essential to prepare an outline of the organisation which is logical and simple.

**Meaning and definition of organizational behavior:**

* Organisational behaviour is concerned with people's thoughts, feelings, emotions and actions in setting up a work. Understanding an individual behaviour is in itself a challenge, but understanding group behaviour in an organisational environment is a monumental managerial task.
* As Nadler and Tushman put it, "Understanding one individual's behaviour is challenging in and of itself; understanding a group that is made up of different individuals and comprehending the many relationships among those individuals is even more complex. Ultimately, the organisation's work gets done through people, individually or collectively, on their, own or in collaboration with technology. Therefore, the management of organisational behaviour is central to the management task—a task that involves the capacity to "understand" the behaviour patterns of individuals, groups and organisations, to ‘‘predict’" what behavioural responses will be elicited by various managerial actions and finally to use this understanding and these predictions to achieve "control".

**Organization:** It is a group of people who are collected to work for a common goal with collective efforts. Organization works through two concepts i.e coordination and delegation among its group members. Delegation is necessary to allocate group members with equal work according to their capability, and coordination is required to achieve organizational goal with precision.

**Behavior:** It is a verbal or physical response shown by a person as a consequence of the impact of his/her surroundings. Individual Behavior varies in accordance with their mental reactivity to particular circumstances because of their deeply imbibed morals and value system.

* Organizational Behaviour: - is concerned with people’s thought, feelings, emotions and action in settling up a work.
* Organisational behaviour can then be defined as: "The study of human behaviour in organisational settings, the interface between human behaviour and the organisational context, and the organisation itself."
* Is the study and application of knowledge about how people as individual and as groups acts within organizations.

**Elements of organizational behavior**

The key elements in the organisational behaviour are people,, structure, technology and the environment in which the organisation operates.

* ***People:***People make up the internal and social system of the organisation. They consist of individuals and groups. The groups may be big or small; formal or informal; official or unofficial. Groups are dynamic and they work in the organisation to achieve their objectives.
* ***Structure:***Structure defines the formal relationships of the people in organisations. Different people in the organisation are performing different type of jobs and they need to be (elated in some structural way so that their work can be effectively co-ordinated.
* ***Technology:*** Technology such as machines and work processes provide the resources with which people work and affects the tasks that they perform. The technology used has a significant influence on working relationships. It allows people to do more and work better but it also restricts' people in various ways.
* ***Environment:***All organisations operate within an external environment. It is the part of a larger system that contains many other elements such as government, family and other organisations. All of these mutually influence each other in a complex system that creates a context for a group of people.

**Nature of organizational behaviour:**

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.

1. **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 analysing organizational behaviour.

1. **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.

1. **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.

1. **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.

1. **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.

**Scope of Organizational Behaviour:**

1. Impact of personality on performance
2. Employee motivation
3. Leadership
4. How to create effective teams and groups
5. Study of different organizational structures
6. Individual behavior, attitude and learning
7. Perception
8. Design and development of effective organization
9. Job design
10. Impact of culture on organizational behavior
11. Management of change
12. Management of conflict and stress
13. Organizational development
14. Organizational culture
15. Transactional analysis
16. Group behavior, power and politics
17. Job design
18. 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

**Importance or Significance of Organizational Behaviour:**

* ***Interpersonal Level:***Human behaviour can be understood at the level of interpersonal interaction. Organisational behaviour provides • means for understanding the interpersonal relationships in an organisation. Analysis of reciprocal relationships, role analysis and transactional analysis are some of the common methods, which provide such understanding.
* ***Group Level:***Though people interpret anything at their individual level, they are often modified by group pressures, which then become a force in shaping human behaviour, thus, individuals should be studied in groups also. Research in group dynamics has contributed vitally to organisational behaviour and shows how a group behaves in its norms, cohesion, goals, procedures, communication pattern and leadership. These research results are advancing managerial knowledge of understanding group behaviour, which is very important for organisational morale and productivity.
* ***Inter-group Level:***The organisation is made up of many groups that develop complex relationships to build their process and substance. Understanding the effect of group relationships is important for managers in today's organisation. Inter-group relationship may be in the form of co-operation or competition.

The co-operative relationships help the organisation in achieving its objectives. Organisational behaviour provides means to understand and achieve co-operative group relationships through interaction, rotation of members among groups, avoidance of win-lose situation and focussing on total group objectives.

* ***Controlling and Directing Behaviour:***After understanding the mechanism of human behaviour, managers are required to control and direct the behaviour so that it conforms to the standards required for achieving the organisational objectives. Thus, managers are required to control and direct the behaviour at all levels of individual interaction. Therefore, organisational behaviour helps managers in controlling and directing in different areas such as use of power and sanction, leadership, communication and building organisational climate favourable for better interaction.
* ***Use of Power and Sanction:***The behaviours can be controlled and directed by the use of power and sanction, which are formally defined by the organisation. Power is referred to as the capacity of an individual to take certain action and may be utilized in many ways. Organisational behaviour explains how various means of power and sanction can ,be utilized so that both organisational and individual objectives are achieved simultaneously.
* ***Leadership:***Organisational behaviour brings new insights and understanding to the practice and theory of leadership. It identifies various leadership styles available to a manager and analyses which style is more appropriate in a given situation. Thus, managers can adopt styles keeping in view the various dimensions of organisations, individuals and situations.
* ***Communication:***Communication helps people to come in contact with each other. To achieve organisational objectives, the communication must be effective. The communication process and its work in inter-personal dynamics have been evaluated by organisational behaviour.
* ***Organisational Climate:***Organisational climate refers to the total organisational situations affecting human behaviour. Organisational climate takes a system perspective that affect human behaviour. Besides improving the satisfactory working conditions and adequate compensation, organisational climate includes creation of an atmosphere of effective supervision; the opportunity for the realisation of personal goals, congenial relations with others at the work place and a sense of accomplishment.
* ***Organisational Adaptation:***Organisations, as dynamic entities are characterised by pervasive changes. Organisations have to adapt themselves to the environmental changes by making suitable, internal arrangements such as convincing employees who normally have the tendency of resisting any changes.

**Role of Organizational behavior in management of business / Relevance of Organizational Behaviour in Today’s Business Environment:**

**1. Globalisation**- Due to globalisation, organisations are no longer confined to one particular country. The Manager’s job is changing with the expansion of the organisations across the national borders. Organisational Behaviour helps the management to become flexible, and proactive and enables it to execute the organisation on a global scale.

2. **Managing work Force Diversity-** Organisations are a hetrogeneous mix of people in terms of age, gender, race etc. Managing the workforce diversity has become a global concern. Managers have to deal with individuals and groups belonging to different ethnic cultures. They have to exercise control and channelize behaviour in the desired direction. Organisational behaviour help the managers to effectively deal with work force diversity by promoting its 566 *Prabha Renuka Horo Frederick* awareness, increasing diversity skills, encouraging culture and gender diversity.

 **3. Improving Quality and Productivity-** Industries are facing the problem of excess supply. This has increased competition to a large extent. Almost every Manager is confronting the same problem of improving the productivity, quality of the goods and services their organisation is providing. Programmes such as business process reengineering, and total Quality Management are being implemented to achieve these ends. Organisational Behaviour helps the Managers to empower their employees, as they are the major forces for implementing this change.

**4. Improving customer service**-Most of the employees work in service sector. The jobs in the service sector, is very demanding. It requires continuous interaction with the organisations clients i.e. the customers. Management has to ensure that the employees do everything to satisfy the customers of the organisation. The attitude and behaviour of an employee affects the customer satisfaction. Organisational Behaviour helps the managers to improve customer service and organisational performance.

**5. Improving people skills-** Organisational Behaviour helps in better management of business as it helps in improving the skills of the people. It provides insight into the skills that the employees can use on the job such as designing jobs and creating effective teams.

**6. Innovation and Change-** Organisational Behaviour helps in stimulating innovation and change. Employees can either be a hurdle or an instrument of change. It is organisational behaviour which fosters ideas and techniques to promote innovation and change by improving employees creativity.

7. **Work life balance**- Organisations that do not help employees to achieve work life balance will not be able to retain their most talented employees. Organisational behaviour helps i designing flexible jobs which can help employees deal with work life balance issues.

**8. Promoting ethical Behaviour-** Sometimes the organisations are in a situation of ethical dilemma where they have to define right and wrong. It is Organisational Behaviour which helps an important role by helping the management to create such a woek environment which is ethically healthy and increases work productivity, job satisfaction and organisational citizenship behaviour.

**9. Creating a positive Work Environment.-** Organisational behaviour helps in creating a positive work environment in today’s where competitive pressures are stronger than before. OB helps to develop resilience, human strength, and it fosters vitality.

**Lecture No.2 Personality**

**Introduction**

The development of the personality of an individual is influenced by various factors such as biological, physiological or psychological characteristics, culture of the society in which individual is brought up and also different situation bring out different aspects of an individuals personality. There are some important traits form the basis of an individual’s total personality and affect his performance at work such as extraversion, agreeableness, conscientiousness, emotional stability, openness to experience and the self esteem and self efficacy.

**The meaning of Personality:**

* Personality is the sum total of ways in which an individual interacts with people and reacts to situations. It also encompasses the traits exhibited by a person during these interactions.
* The development of the personality of an individual is influenced by various factors such as heredity, environment, maturation, and learning.

## ****Definition of Personality:****

* Macionis define as “It is the constant pattern of thinking, feeling and acting.”
* Ogburn and Nimkoff define it as the totality of sentiments, attitudes, idea, habits, skills and behaviors of an individual.”

**Types of Personality:**

Following are the **three types of personality**

**1. Extrovert Personality:**

This type has the tendency to **live mostly outside** the like to live with others. Those individuals are highly socialized and have **contact with outside people in the society.** They want to join other groups who are more in number.  These type of people are drivers, excessive drinkers, smokers, robbers, thieves, wicked persons etc.

**2. Introvert Personality:**

Introvert is opposite to extrovert. Those people are always **live alone** in their rooms and do not want to go outside. They have their **own imaginary world**. They are teachers, scientists, thinkers and philosophers.

**3. Ambivert Personality:**

**Between extrovert and introvert** personalities there is a third one type called ambivert. People belonging to this type enjoy both the groups and attend them. They have middle mind and want to live in both parties.  Sometimes they join outside people but sometimes they live in their own rooms.

**Personality determinants:**

There are three main determinants of personality:

1. Heredity (Nature)
2. Environment (Nurture),
3. Situation (it depends).

The other attributes that influence personality are :

1. locus of control
2. Machiavellianism
3. Self-esteem
4. Self-monitoring
5. Risk-taking propensity, and
6. Type A and Type B personality.
7. ***Heredity:***The biological, physiological or psychological characteristics that an individual is born with constitute heredity. Characteristics that an individual may partially or wholly inherit from either of the parents are physical stature, facial features, skin and hair colour, temperament, muscle composition and reflexes, energy levels and biological rhythms.
8. ***Environment****:* Environment refers to the culture of the society in which an individual is brought up; the norms set by parents, teachers, significant others and social groups with whom the individual interacts; and other situations and experiences that the individual undergoes in his life.
9. ***Situation:***Different situations bring out different aspects of an individual’s personality. Example, a person will attempt to control his behaviour when interacting with the MD of the company; however, when he is among his friends he will be relaxed and make minimum efforts to control his behaviour.
10. ***Locus of Control:***Refers to an individual’s perception of what controls his fate; it also refers to the degree to which an individual believes he can control his fate or any situation.
* Those who believe that they control their destiny are said to have an internal locus of control and are called internals
* Those who believe that luck, fate, chance or external forces control their destiny are said to have an external locus of control and are called externals.

**The difference between internals and externals is tabulated below:**

|  |  |
| --- | --- |
| **Internals** | **Externals** |
| Highly satisfied with their job | Are dissatisfied with their job |
| Committed to their work | Show little commitment to work |
| Have a low rate of absenteeism | Frequently absent from work |
| Believe that they themselves can shape theirfuture | Perceive themselves as having minimal control over organizational outcomes |
| Attribute success or failure to internal abilities, not to external factors | Fail to make attempts to improve organizational outcomes |
| Attribute failure to their own actions andtry to learn new skills to enhance theirprospects for career growth | Blame the management and their fate for inability to rise in the organizational hierarchy |
| Perceive themselves to be responsible fortheir health and take good care of their health. Consequently, incidence or sicknessor absenteeism is less | Do not consider themselves responsible for their health. |
| More regular and productive | Less regular and productive |
| Highly achievement oriented | Reluctant to take the initiative |
| Capable of complex information processingand learning, and perform effectively inmanagerial jobs that demand such skills | Better suited for jobs involving routine and structured tasks and jobs in which superiors giveInstructions. |

1. ***Machiavellianism:***Refers to the extent to which an individual is practical in his approach, maintains an emotional distance from others, and believes that the ends justify the means. Those who score high on Machiavellianism are good at manipulating others and try to win by any means. They do not need to be persuaded to work but instead are able to successfully persuade others. They perform well in situations that involve face-to-face meetings. They are especially productive in jobs that require the use of bargaining (persuasion) skills and in jobs that offer substantial rewards for the achievement of goals.
2. ***Self-esteem****:* Refers to the degree of liking an individual has for himself.
* People with high self-esteem are generally confident that they possess the abilities required for succeeding at work. They prefer to take up unconventional or challenging jobs. They do not care about pleasing others and fail to be influenced by external factors. They are not afraid of taking unpopular stands. They derive a lot of satisfaction from their jobs.
* People with low self-esteem lack confidence, look for approval from others, and are not likely to take a stand that opposes others’ views. Thus, they seek lower level jobs. They derive less satisfaction from their jobs.
1. ***Self-monitoring:***Refers to the ability of an individual to adapt his behaviour to the demands of the situation.
* High self-monitors are capable of changing their behaviour to the demands of the situation. They can play multiple and even contradictory roles. The way they behave with their employees, boss, clients, and suppliers is entirely different in each case. They make successful managers and tend to get promoted faster than others.
* Low self-monitors find it difficult to disguise their true feelings, emotions, and reactions and cannot adapt quickly to situations. Their behaviour is consistent with the way they feel. They do not advance as far in their career as high self monitors.
1. ***Risk-taking****:* Refers to the extent to which an individual is prepared to take risks. Such behavior is required to develop Entrepreneurship in Agriculture High risk-takers make decisions very quickly without searching for much information.
* Risk-averse people do not make decisions in a hurry and gather a lot of information before making any decision.
* Despite the dissimilarity of approaches, the accuracy of decisions taken by both risk-takers and those who are risk averse is almost the same.
1. **Type A and Type B Personality:** Individuals who strive continuously to achieve more things in less time, even in the face of opposition, have a Type A personality; Type B personality is a direct contrast of Type A Personality.

**Their characteristics are tabulated below:**

|  |  |
| --- | --- |
| **Type A** | **Type B** |
| Try to be fast in everything that they do — eating, walking, talking, etc | They do not experience a sense of urgency when performing tasks |
| The pace at which things generally happenupsets them | They do not get upset or impatient if tasks are not accomplished in time |
| They try to be involved in more than onething at a time | They do not consider it necessary to reveal or discuss their achievementsunless the situation demands it |
| They are always busy | They try to make best use of their leisure time and relax without feelingany guilt |
| They find themselves unable to cope with leisure time | They are suitable for top management positions since they tend to be wise, tactful, and creative in decision making |
| They emphasize numbers and quantity andmeasure their success in quantitative terms |  |
| They set ambitious deadlines for themselves and work under continuous time pressure |  |
| They constantly experience moderate to high levels of stress |  |
| Since they emphasize quantity rather thanquality, they sometime end up doing ahasty job that lacks quality |  |
| They tend to rely on past experience to solve problems and do not feel the need to be innovative in developing new solution to problems |  |
| Their emphasis on speed prevents themfrom spending too much time on any problem. This causes to make poor decisions |  |
| Since they are hardworking by nature, theyare suitable for jobs that call for continuoushard work. |  |

**Personality traits:**

There are five important traits that form the basis of an individual’s total personality and affect his performance at work. They are also called the Big Five personality traits:

1. ***Extraversion:***Refers to the extent to which a person is comfortable with other people
* People who have a high degree of extraversion are sociable, talkative, and friendly. They tend to prefer jobs that require them to interact with a number of different people — HR, marketing, PR, etc. such farmers can be used as contact farmers and model farmers to communicate with others.
* People who are low in extraversion are called introverts. They prefer to be by themselves instead of talking to others. They are reluctant to interact with other people and avoid developing new relationships.
1. ***Agreeableness:***Refers to the extent to which a person subjugates his interests for the sake of the group.
* People who are very agreeable give importance to maintaining harmony and do not insist that others agree with what they say or follow their suggestions. Agreeable people are good-natured, cooperative and trust others. They are likely to develop good working relationships with all organizational constituents (coworkers, subordinates, superiors, customers, and suppliers). They can be used as harmonizers of Interest groups and self help groups
* People who are less agreeable give more importance to their own needs, opinions and values than those of others. They are unlikely to develop good relationships.
1. **Conscientiousness:** Refers to the extent to which a person is responsible and achievement oriented.
* People who are very conscientious limit the number of goals they set for themselves, devote their time and energy to those goals, and often succeed in achieving their goals. They are responsible, dependable, persistent and highly achievement-oriented. They are more organized, responsible and self-disciplined and perform better in their jobs than those who are &not so conscientious.
* People who are less conscientious set too many goals for themselves and often fail to achieve any of them.
1. ***Emotional stability:***Refers to the individual’s ability to withstand stress.
* Individuals who have positive emotional stability feel emotionally secure and tend to be calm. They are enthusiastic about their work and are capable of withstanding the tensions and pressures of a job. Such farmers should be selected as model farmers.
* People who have negative emotional stability are emotionally insecure and experience feelings of anxiety, nervousness, and depression. They are unable to withstand job pressures.
1. ***Openness to experience:***Refers to an individual’s range of interests and indicates how innovative or how rigid he is in his beliefs.
* An individual with high level of openness tends to be creative and had a wide range of interests. Such individuals are open to learning and make good workers./ and contact farmers
* Individuals who have low level of openness have a narrow range of interests, rigid mindsets and tend to be less curious and willing to accept new ideas. Such individuals make poor workers.
1. **The Self Concept:** self-esteem and self-efficacy:
* ‘Self’ refers to the personality of an individual as viewed by that person himself.
* Self concept refers to the efforts made by an individual to understand his Own self
* Self concept is closely related to the concepts of self esteem and self efficacy
1. ***Self-esteem:***Self esteem refers to the self perceived competence and self image of people
* It has a moderating influence on employees’ emotional and behavioural responses to various situations and the stress experienced by them.
* Employees with high self-esteem perceive themselves as unique, competent, secure and empowered.
* They possess the ability to positively influence situational factors in order to accomplish the assigned tasks.
* Such people are able to confidently and freely interact with people around them
* Self esteem is a generalized trait (it is present in all situations)
1. ***Self-efficacy:***Self-efficacy refers to a person’s perception of his ability to cope with different situations as they arise.
* People with high self-efficacy have the capability and the required confidence to rise to the occasion.
* Self-efficacy is situation specific.
* Self-efficacy and employee performance are highly correlated.
* The relationship between self-efficacy and performance is cyclical — self-efficacy
* affects performance and performance affects self efficacy.
* The role of self efficacy is vital in helping an individual cope with tough jobs, make a career choice, learn and achieve something and adapt to new technology Organizations can enhance self efficacy of employees by training them
* The self-efficacy of a person can be measured along three dimensions — level, strength and generality.
* Level refers to the number of tasks a person can effectively perform
* Strength refers to how firmly an individual believes he is capable of performing a Task.
* Generality refers to the extent to which the self-efficacy expectations of an individual can be generalized, instead of varying from situation to situation.
* Therefore farmers with high self efficacy would be model farmers and act as our extension agents for multiplier effect.

**Theories of Personality:**

1. ***Levinson’s Theory of Adult Life stages:***
* Daniel Levinson proposed that the personality development of an individual progresses with age.
* He theorized that there are four transitional periods and four periods of stability.
* Personality development takes place during the transitional periods; during the periods of stability, no development takes place.
* The transitional periods and periods of stability are as under:

|  |  |
| --- | --- |
| **Periods of stability** | **Periods of transition** |
| Stepping into the adult world: Age22-28 | Age 30 transition: Age 28-33 |
| Settling down: Age 33-40 | Mid-life transition: Age 40-45 |
| Stepping into middle adulthood Age 45-50 | Age fifty transition: Age 50-55 |
| Culmination of middle adulthood: Age 55-60 | Late adult transition: Age 60-65 |

* The maximum development of one’s personality takes place during the mid-life transition
* An individual’s attitude towards work undergoes tremendous change during periods of transition rather than during periods of stability
* There is, however, no evidence to back up Levinson’s theory.
* Since he was not able to explain the vast differences in personality among people of the same age, he redefined the stages as eras — early adult, mid-life, and late adult — each of which included a transition-in period, a period of stability, and a transition-out period
* He later modified his approach to suggest that every stage of an individual’s life cycle is characterized by interplay of mobility and stability.
1. ***Hall’s Career Stage model:***
* Hall blended Levinson’s theory with other adult stage theories to develop a model for career stage

|  |  |
| --- | --- |
| **Stage** | **Activity** |
| Exploration stage | * Seeks an identity for himself
* Attempts to understand himself and his

personality* Tries out various roles in his career
* Relatively unstable in his career and less productive
* Keeps switching jobs in search of the right one
 |
| Establishment stage | * Employee tries to settle down in his job
* Interacts with co-workers to develop a good relationship with them
* Productivity increases
 |
| Maintenance stage | * Productivity reaches its peak
* Feels the need to contribute something to the next generation (may act as a mentor to his Subordinates)
* Productivity may either increase or remain stagnant
 |
| Decline stage | * Productivity starts declining
* Individual evaluates his life and tries to convince himself that he made the right choices
 |

1. ***Chris Argyris’ Immaturity to Maturity Continuum:***
* Proposed that the degree of development of an individual’s personality can be explained in seven dimensions —
1. Passivity — Activity
2. Dependence — independence
3. Behaving in a few ways — Capable of behaving in many ways
4. Erratic, shallow interests — Deeper and stronger interests
5. Short time perspective — Long time perspective (past and future)
6. Subordinate position — Equal or super ordinate position, and
7. Lack of awareness of self —Awareness and control over self
* Just as a human being develops ‘from an infant to an adult, human personality development too takes place along a continuum, rather than stages, from immaturity to maturity.
* It is not essential that all individuals exhibit all the seven dimension of personality on reaching the mature end of the continuum

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| --- | --- |
| **Immaturity characteristics** | **Maturity characteristics** |
| Passivity | Activity |
| Dependence | Independence |
| Few ways of behaving | Diverse ways of behaving |
| Shallow interests | Deep interests |
| Short-time perspective | Long time perspective |
| Subordinate position | Super ordinate position |
| Lack of self awareness | Self awareness and control |

* The seven dimensions reflect only one aspect of an individual’s personality. Personality also depends on other factors like perception, self-concept, and the ability to adapt or adjust.
* As an individual progresses from infancy to adulthood along the continuum, there is a continual change in the level of development along different dimensions
* This model can only measure and describe the development of an individual’s personality but cannot predict any specific behaviour of the individual.
* The latent characteristics of personality, which form the basis of the seven dimensions, may be quite different from the externally visible behaviour of people.
* The personalities of employees in an organization are generally at the mature end of the continuum. However, organizations fail to recognize this maturity and treat employees as if they are immature. This leads to conflict.
* Therefore farmers with high level of maturity should be used as contact or model farmers.
1. ***Edgar Schein’s Socialization Process :***
* Socialization refers to the process through which an individual’s personality is influenced by his interaction with certain persons, groups, and society at large.
* It is a continuous process that goes on life-long
* Since socialization has a major impact on the behaviour of employees in organizations, Schein proposes that it is important to analyze and control the socialization forces in an organization.
* The socialization process in an organization is mostly confined to learning the prevailing values, norms, and behavioural patterns
* Socialization can take place through mentorship programmes, training and orientation, and reward systems.
* Other steps that an organization can take to socialize employees include:
* Offering them interesting and challenging work
* Providing them proper and relevant training
* Providing them with objective and timely feedback
* Appointing an experienced supervisor to conduct the socialization process
* Designing an informal orientation programme
* Assigning new employees to work groups that are highly satisfied and have high morale.
* Socialization is also necessary when organizational member move up the hierarchy
* Socialization can also take place through job rotation.