

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress - Balancing work and Life. Organizational development – Characteristics – objectives - Organizational effectiveness Developing Gender sensitive workplace

ORGANISATIONAL CULTURE :-

It determines through the organisation's Rituals, Beliefs, Values, Means, Norms and Language.

As a result the culture of an organisation is a sense of identify – 'who we are', 'what we stand for' and 'what we do'.

In Short, Org. Culture is the way in which 'things are done in the organisation.'

Organizational Culture Vs Org.Climate

ORGANIZATIONAL CULTURE	ORGANIZATIONAL CLIMATE
Based on anthropology and sociology	Based on psychology
Members learn and communicate what is acceptable or unacceptable in the organization	It does not deal with values & norms, it is concerned with the current atmosphere in the organization.
It is long lasting	It is developed through the managerial prescriptions



IMPORTANCE OF ORGANISATIONAL CLIMATE

- Organisational climate has a effect on an variety of important outcomes at the individual, group, and organizational levels.
 - managerial effectiveness (Umesh Kumar Bamel, 2013)
 - Organisation performance and to individual job satisfaction (R.D. Pritchard et.al,1973: Edward E. Lawler,1974)
- IBM recognizes the importance of workplace climate and the role it plays in the success or failure of organisations.
- There is a relationship between climate and the attraction and retention of employees, productivity and effectiveness which, when translated into results.

Factors Influencing Organizational Climate:

- Organizational Structure.
- Individual Responsibility.
- Rewards.
- Risk and Risk Taking.
- Warmth and Support.
- Tolerance and Conflict.

Definition of Job Satisfaction

- job satisfaction refers to how well a job provides fulfillment of a need or want, or how well it serves as a source or means of enjoyment.
- Job satisfaction is the degree to which individuals feel positively or negatively about their jobs.



Determinants of job satisfaction

1) Organisational Levels

1) Occupational levels:

The higher the level of the job, the greater is the satisfaction of the individual. This is because higher level jobs carry greater prestige and self control.

2) Job Content:

Greater the variation in job content and the less repetitiveness with which the tasks must be performed, the greater is the satisfaction of the individual involved.

3) Considerate Leadership:

People like to be treated with consideration. Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

4) Pay and Promotional Activities:

All other things being equal these two variables are positively related to job satisfaction. i.e., if pay and promotional opportunities are increased it'll result in an increase in job satisfaction

Measuring Job Satisfaction

- **Single global rating**

One-question rating

- **Summation score**

Identifies key elements in a job, individual is then asked to rate on a scale

- **How Satisfied Are People in Their Jobs?**

- In general, people are satisfied with their jobs.
- Depends on facets of satisfaction—tend to be less satisfied with pay and promotion opportunities.

Impacts Of Job Satisfaction

- **Job satisfaction and job performance** the relationship between job satisfaction and job performance are not so strong. There is no evidence that happy employees will perform better. But more than 24 studies showed that organizations with high job satisfaction perform more effectively than others.
- **Job satisfaction and OCB** satisfied employees always talk good about the organization, help others, do more than expected from them to show their feelings toward the organization.
- **Job satisfaction and absenteeism** the relationship between the two variables are moderate to low, especially when organizations offer days off benefits, that is provided for both satisfied and dissatisfied employees.

Attitude change

- **Learning Theory**

- Learning theory says that attitudes can be formed and changed through the use of learning principles such as classical conditioning, operant conditioning, and observational learning.

- **Classical conditioning:**

- The emotional component of attitudes can be formed through classical conditioning. For example, in a billboard ad, a clothing company pairs a sweater with an attractive model who elicits a pleasant emotional response. This can make people form a positive attitude about the sweater and the clothing company.

Organizational Change

- **Organizational change is the process by which organization move from their present state to some desired future state to increase effectiveness.**
- **When an organization system is disturbed by some internal or external forces change frequently occur or any alteration which occur in the overall work environment of an organization.**



Importance of Organizational Change

- Change is important for the management that if the organizations does not bring the changes then it may not survive
- One reason that the rate of change is accelerating is that knowledge and technology feed on themselves constantly creating new innovations at exponential rate

Stability vs. Change

Stability

- The belief that personality traits developed in the first 5 years predict adult personality.
- Some aspects of temperament, such as energy level and outgoingness, seem relatively stable
- Example: A young child that is shy will remain shy through adulthood.

Change

- Personalities are modified through interactions with family, experiences at school, and acculturation.
- Social attitudes usually change a great deal from childhood to adulthood.

Proactive vs. Reactive

Proactive People

- Do not Blame anyone or anything.
- Behavior is a product of their **conscious choice**, based on **values**.
- They **carry their weather** with them.
- They are still influenced by external stimulus – but their response is **value** based choice or response.

Reactive People

- Blame circumstances, conditions & conditioning.
- Behavior is a product of their **conditions**, based on **feelings**.
- If weather is good, they feel good, if it is bad, they feel bad.
- Reactive people build their lives around others emotions.

Process of Organizational Change

Identifying need for change



Determining elements to be changed



Planning for effective change



Assessing change forces



Actions for change - Unfreezing,
Changing, Refreezing



Feedback and Review

Resistance to change

- Resistance to change consists of any employee behaviors designed to discredit, delay, or prevent the implementation of a work change.
- Employees resist change because it threatens their needs for :
 - Security
 - Social Interaction
 - Status
 - Competence
 - Self-Esteem



Type of Resistance

- Logical Resistance or Rational Resistance
- This is based on disagreement with facts, rational reasoning, logic, and science.
- It occurs because of the time and efforts which is needed to adjust to change.



Type of Resistance

- Psychological Resistance or Emotional Resistance
- This is typically based on emotions, sentiments, and attitudes.
- It is internally logical from the perspective of the employees' attitudes and feelings about change because they may fear the unknown, mistrust the management's leadership, or feel that their security and self-esteem are threatened.



Ways to reduce resistance to change

- Be open and honest.
- Do not leave openings for people to return to the status quo. If you and your organization are not ready to commit yourselves to the change, don't announce the strategy.
- Focus continually on the positive aspects of the change. Be specific where you can.
- Deliver training programs that develop basic skills as opposed to processes such as: conducting meetings, communication, teambuilding, self-esteem, and coaching.



Ways to reduce resistance to change

- Involve interested parties in the planning of change by asking them for suggestions and incorporating their ideas.
- Clearly define the need for the change by communicating the strategic decision personally and in written form.
- Address the "people needs" of those involved. Disrupt only what needs to be changed. Help people retain friendships, comfortable settings and group norms wherever possible.



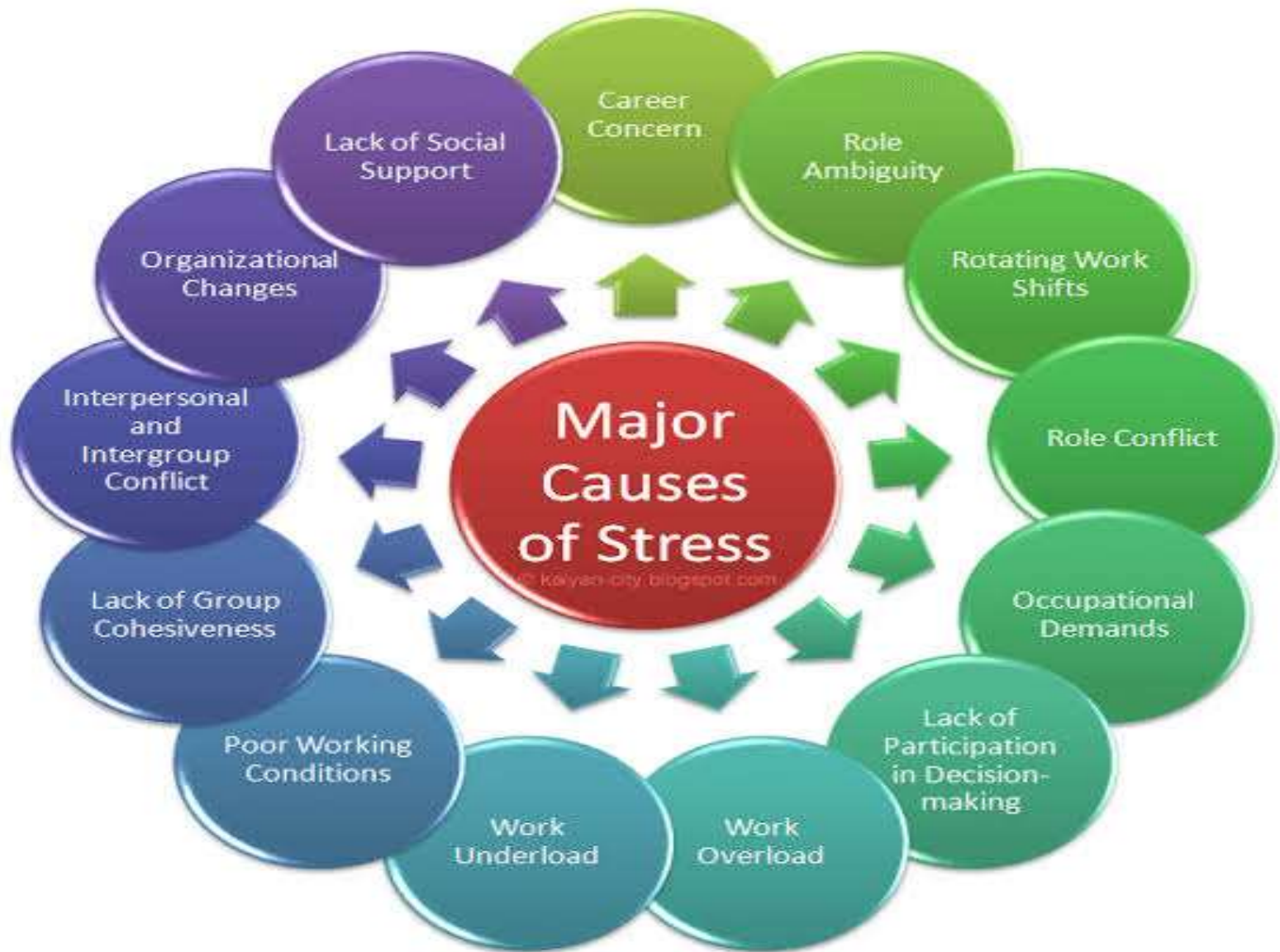
Work Stress

Stress

- A dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important

➤ Types of Stress

- Challenge Stressors
 - Stress associated with workload, pressure to complete tasks, and time urgency
- Hindrance Stressors
 - Stress that keeps you from reaching your goals, such as red tape
 - Cause greater harm than challenge stressors



INTRODUCTION

Work–life balance is a broad concept including proper prioritizing between “work” (career and ambition) on one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other.



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Work Life Balance



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graph TD; A[Work Life Balance] --> B[Personal Life]; A --> C[Professional Life]; B --> D[Family]; B --> E[Friends]; B --> F[Self]; C --> G[Job]; C --> H[Career]
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Personal Life

Professional Life

Family

Friends

Self

Job

Career

ORGANIZATIONAL DEVELOPMENT

Organizational Development or O.D. is a planned effort initiated by process specialists to help an organization develop its diagnostic skills, coping capabilities, linkage strategies(in the form of temporary and semi-permanent systems) and a culture of mutuality.

- A planned effort – thinking and planning
- initiated by process specialists
- Diagnostic skills- data collection-overtime
- Coping capabilities-problem-solving,confront and cope
- Linking strategies-Indl.& Organl. Goals
- Culture of Mutuality-OCTAPACE-fostering of certain values and open and proactive systems viz. openness,confrontation, trust, authenticity,pro-activeness, autonomy, collaboration and experimentation.

➤ **PROCESS OF OD:**

Organization Development (OD) is a planned approach to improve employee and organizational effectiveness by conscious interventions in those processes and structures that have an immediate bearing on the human aspect of the organization.

A normal OD process can be phased in following manner:



Role of organizational development

- ◆ **To place emphasis on humanistic values**
- ◆ **To Treat each human being as a complex person**
- ◆ **To increase the level of trust among members**
- ◆ **To increase the level of enthusiasm at all levels**
- ◆ **To increase the level of self & group responsibility in planning**

ORGANIZATIONAL DEVELOPMENT

Objectives

1. To understand the concept of Organisational Development and its Relevance in the organisation
2. To Study the Issues and Challenges of OD while undergoing Changes
3. To get an Understanding of Phases of OD Programme
4. To Study the OD Intervention to meet the Challenges faced in the Organisation
5. To get an Insight into Ethical Issues in OD



Gender Sensitivity

- ▶ Means **GENDER AWARENESS** which is more analytical and critical since it clarifies issues about gender disparities and gender issues.
- ▶ it pertains to one's effort to show how gender shapes the role of women and men in society including their role in development and how it affects relations between them.

THE CONCEPT OF GENDER MAINSTREAMING

- ▶ Gender mainstreaming (GM) is the approach, strategy or means of engendering equal participation of men and women in all areas of human life.
- ▶ It is concerned with gender perspectives as critical to achieving the goal of gender equality from policy development to implementation and evaluation.
- ▶ The aim of GM is to provide a policy for sustainable contribution to equality between men and women

Gender Specific Needs of Irrigation Management

➤ Some of the different ways that irrigation affects gender (women and men) will be reflected in their differential needs with respect to the irrigation system management and development i.e

1. The **adequacy** of water deliveries
2. The **equity** of water deliveries
3. The **convenience** of water delivery

Gender : Different roles & uses in water

- ▶ Women and girls are usually responsible for the collection of water, which particularly in rural areas can be time- and labour-intensive. Where there is no source of water within the home, the task falls to women in more than 65% of households to collect it
- ▶ Women also typically have responsibility for sanitation and hygiene of households, including of children, and for construction and maintenance of sanitation facilities.
- ▶ Decision-making processes in agricultural water management and other water projects and initiatives often involve primarily or exclusively men
- ▶ Women's access to water in many places is closely tied in with their access to land; water usage rights and participation in water management initiatives and development programmes are typically linked to land ownership, which may be very difficult for women to obtain.

Situation of Women's Participation in Community Irrigation management

- ▶ The inclusion of users in operating and managing irrigation systems most often occurs through the organization of users' groups or associations. In most irrigation cases, women appear to be almost absent from those groups
- ▶ Current policies to privatize and devolve management of community irrigation need to increase responsiveness to specific women's water rights and it should be linked with properly in local level economic enhancement.

Rule and regulations

Why do you think that advertising to children (both boys and girls) is particularly important when it comes to rules and regulation?

- ▶ It is important to regulate what children are watching because they are still in the development process and minds still being conditioned by what they see, therefore things like harmful images shown in a war game should be restricted by certain media companies.
- ▶ Watershed is a restriction on what people watch as well as certain channels only feature programmes suitable for the audiences ages
- ▶ Children's channels also end at allocated times for example CBBC at 8pm this is to limit the time children are using and watching screens
- ▶ Advertisements on websites can be monitored through parental locks and control, to stop harmful or adverts that are not age appropriate.

Conclusion

- ▶ There are three broad areas in irrigation management and development (IMD) which need attention, and where a careful gender analysis will help to create more effective and equitable designs and policies:

1. System engineering and design :

Design processes should incorporate consultations with male and female users, so as to include both of their wishes, needs and requirements.

2. Legal, administrative and organizational arrangements :

Explicit consultations should be held with women users, and women's ideas and concerns should be included in water users' associations in some locally suitable way.

3. System operation :

Water delivery schedules should be devised in such a way as to accommodate both male and female needs with respect to quantity, timeliness, timing, equity and quality of water.