

HUMAN IMPLICATIONS OF ORGANIZATIONS

CAIIB ABM CHAPTER 12 MODULE B By Ashish Sir

The **behavior of people at workplace** plays an important role in organizational success.

According to **Kurt Lewin** behaviour is a function of the person and environment around him.

The **factors that influence the behaviour of an individual** are grouped as:

- **Environmental factors:** External factors a) Economic (employment, wage rates economic outlook), b) social (work ethic, achievement needs, and values), c) political (stability of Govt.)
- **Personal factors:** personal characteristics like age, sex, education, abilities, marital status and no. of dependents etc.
- **Organisational factors:** Physical facilities, organization structure and design, leadership, compensation and reward system etc. Quality of leadership also influences the behavior.

- **Psychological factors** – physical and mental personalities of individuals. Personality, perception, attitude, values, learning etc.

EMPLOYEE'S BEHAVIOUR AT WORK

- The **people in an organization do not work in isolation** and their role and performance is interdependent.
- Behavior as individual and as in group makes a difference in achievement of organizational goals
- Behavior and interpersonal skills are more important than that of the technical competence.
- Employees work in team where contribution of each member is important and significant.

There are certain commonalities in the persons such as persons like all other persons, like some other persons and like no persons.

Hence, the individuals have certain common characteristics.

PERSONALITY

Type A and Type B behaviour profiles.

Type A:

As per Friedman, Meyer and Ray Roseman, these persons have

characteristics such as

- Restless by nature
- Impatient
- Multi-tasker
- Try to do more in less time
- Normally start another thing before completion of one thing
- Often display nervous gestures
- Do not have time to relax.

Such managers in banks, usually keep their cabin untidy and it gives a messy appearance. His table may be full of papers and it may be difficult at times, to trace important papers on his table. He may be in the habit of blaming others.

Type B:

Type B persons are easy going, relaxed about time pressure, less competitive and more philosophical in nature.

Such managers are systematic and methodical in their day to day work. They plan the work by differentiating as urgent and important.

EH Erikson identified 8 developmental stages in explaining the personality.

Stage 1: Trust vs mistrust: at work place we depend for guidance on others and develop feeling of trust or mistrust.

Stage 2: Autonomy vs shame & doubt: at work place when we fail, we experience a feeling of shame and start doubting our capabilities.

Stage 3: Initiative vs guilt: at work place employees take initiative to use their skills. If things go wrong, they develop a feeling of guilt.

Stage 4: Industry vs inferiority: when we grow up we put in efforts to achieve some goal. When we fail, we develop a sense of inferiority

Stage 5: Identity vs role diffusion: At work place we are expected to prove ourselves as performer. This may not happen always. This may lead to identity diffusion.

Stage 6: Intimacy vs isolation: At work place we develop close contact with others. At times we may also feel isolated.

Stage 7: Growth vs stagnation: In organization one reaches mid-career and is expected to develop others. If it not done, one may experience a situation of stagnation.

Stage 8: Integrity vs despair: Near retirement, one may experience a high sense of self-worth due to his

accomplishments or he may withdraw himself considering him worthless.

"Trusting autonomy initiates industrious identity in intimate growth with integrity."

Trusting = Trust vs Mistrust

Autonomy = Autonomy vs Shame & Doubt

Initiates = Initiative vs Guilt

Industrious = Industry vs Inferiority

Identity = Identity vs Role Diffusion

Intimate = Intimacy vs Isolation

Growth = Growth vs Stagnation

Integrity = Integrity vs Despair

PERSONALITY THEORIES

- There are certain common patterns and variable that determine the personality of the people.
- Experts have developed certain personality theories.

Psychoanalytical Theory

Based on **Sigmund Freud** concept of unconscious nature of personality. Human behaviour and motivation is outcome of psychoanalytic elements **Id is the foundation of unconscious.**

- **Id, the ego and the super ego.**

- Ego is conscious in nature and relates the conscious urges to the outside world. Ego tends to control ID
- Id demands immediate pleasure and Ego controls it. Super ego supports the Ego to control ID

Trait Theory

There are many traits **common to all but there are few traits that are unique to few.** On the basis of traits, people are described as aggressive, loyal, pleasant, flexible, humorous, sentimental, impulsive etc.

Self-concept theory

- Personality and behaviour is determined by the individual himself.

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- **We have our own image** and our actions would be consistent with such image.



Social Learning theory

- Personality development is more a **result of social variables** than biological factors.
- Much of human behaviour is learnt or modified by learning.
- Through learning one acquire knowledge, attitude, values, skills etc.
- Personality is the sum total of all that a person has learned.

PERSONALITY AND BRAIN (LEFT & RIGHT BRAIN)

- **Important biological factors that influence personality** is the role of the brain.
- Brain influences the personality.
- Two contributions are found in this area: **Electrical simulation of the brain (ESB) and split brain psychology.**
- It may be **possible physically to manipulate personality** through ESB & also may be used to reduce the stress and tension
- The split brain (right vs left brain) psychology is closely related to ESB.

Left Hemisphere (controls Right side of the body):

- Speech/verbal
- Logical/ mathematical
- Linear/ detailed
- Sequential
- Controlled
- Intellectual
- dominant

Right hemisphere (controls Left side of the body):

- Spatial/ musical
- Holistic
- Artistic/ symbolic
- Simultaneous
- Emotional
- creative

MATCHING PERSONALITY WITH THE JOB [ARISE-C]

John Holland personality fit job theory proposed that 6 personality types with which satisfaction and dissatisfaction

with the job depends on how individuals successfully match their personality with their occupations. These 6 personality types include:

1. **Realistic** - prefers physical activities that requires skills, strength and coordination (shy, genuine, persistent stable,

conforming, practical) - Farmers, mechanic, assembly line worker.

2. **Investigative** – prefers activities that involve thinking, organizing and understanding (analytical, original, curious, independent) - Biologist, economist, news reporter.
3. **Social** - prefers activities that involve helping and developing others (sociable, friendly, cooperative, understanding) - social worker, teacher, counselor
4. **Conventional** – prefers rule regulated and unambiguous activities (conforming, efficient, practical, unimaginative) accountant, corporate manager.
5. **Enterprising** – prefers verbal activities where opportunities to influence other are available/ to attain power (self-confident, ambitious, energetic, domineering) Lawyer, real-estate agent.
6. **Artistic** prefers ambiguous and unsystematic activities (imaginative, disorderly, idealistic, emotional, impractical)- painter, musician, writer.

DIVERSITY AND GENDER ISSUES

- Organizations have acknowledged the **importance of the diversity in the workforce.**
- **Race, ethnicity and gender are the more recognized forms of diversity**
- While there are other types with important implications for HR system and management **including disability, family background, age, life style and culture.**
- **These identity groups can affect the employee's attitude and behavior at workplace.**
- Previously, the organizations used to promote homogeneity which is called '**homogeneous reproduction**'.
- **But much similarity in the organization can be detrimental to long-term growth,** renewal and ability to respond to important environmental changes such as dynamic market conditions, new technologies and ideas etc.

Modern employers encourage diversity at workplace. There are 3 predominant traditional HR approaches for managing diversity i.e.

- (a) **Diversity enlargement** - increases the representation of individuals of different ethnic and cultural backgrounds to create a diversity by changing the organization's demographic composition.
- (b) **Diversity sensitivity** approach acknowledges the existence of cultural distance and attempts to teach individual members about cultural differences via training. The purpose is to **promote communication and understanding and to build relationships among members of different backgrounds.**
- (c) **Cultural audits** generally tries to determine what is blocking the progress of non-traditional employees. Data collected by surveys

GENDER ISSUES

Major factor of diversity is gender. Many jobs have preference for a particular gender both from employer's and employee's

point of view due to physical, social, psychological and emotional considerations.

a) **Jobs requiring physical strengths** - men are preferred.

b) **Jobs requiring hospitality** – women are preferred.

Banking, teaching, healthcare etc. have all seen a good representation of women in India. To provide for equal remuneration, India has also passed The Equal Remuneration Act 1976.

For providing against the vulnerability of women at workplace, Factories Act 1948 provides for special permission for requiring women to work at odd hours.

Supreme Court has also issued comprehensive directive against cases of exploitation, sexual harassment and discrimination at workplace.

THEORIES OF MOTIVATION

Motivation refers to **a process beginning from the inner state of a person** and ending with need fulfillment.

The word motivation is **derived from a Latin word 'movere'** i.e. to move. As a behavioral concept, motivation is of great interest to the Managers in business organization.

Scientific management or rational economic view

FW Taylor father of scientific management explained that people are **primarily motivated by the economic considerations**. Theory states that:

- Physical work could be **scientifically studied to determine the optimal method of performing a job.**
- Workers can be made efficient by **giving prescription.**
- Workers would be willing to accept these prescriptions, if paid on a differential piece work basis.

Human Relations Model

- As per Elton Mayo, social contacts at workplace are important in addition to money to improve the output.
- Workers can be motivated by acknowledging their social needs and making them feel useful and important.
- As per this model the workers were expected to accept the management's authority because supervisors treated them with consideration and were attentive to their needs.

Maslow's Hierarchy of Needs

Abraham Maslow a clinical Psychologist from USA identified five levels of needs:



1. **Physiological needs:** Food, rest, exercise, shelter etc.

2. **Safety needs:** Protection against danger, threat, and deprivation.
3. **Social needs:** Need for belonging, for association, for acceptance, for giving and receiving friendship and love.
4. **Ego/esteem needs:** Need for self-confidence, for dependence, for achievement, for knowledge and need for status, recognition, appreciation.
5. **Self-fulfillment or self-actualization needs:** To realize one's own potentialities, to experience continued self-development, to be creative.

Herzberg's Two Factor or Motivation-Hygiene Theory

- **Frederick Herzberg** extended the work of A. Maslow.
- Suggested that **opposite of job dissatisfaction is not job satisfaction** but it might be no job satisfaction.
- It states that there are two sets of motivating factors i.e. hygiene or maintenance factors relating to job environment and other the motivation factors relating to contents of the job.

Motivational factors: directly related to the job itself which create a highly motivating situation include recognition, advancement, responsibility, achievement, possibility of growth & work itself.

Maintenance factors or hygiene factors:

- Their presence does not significantly motivate the employees
- But non presence cause serious dissatisfactions
- company policy and administration, technical supervision, salary, job security, personal life, working conditions, status, inter-personal relations with peers and supervisors.

ERG Theory

- It is based on **existence, relatedness and growth** (ERG).
- **Developed by Clayton Aderfer.**
- There are 3 sets of needs in the organization instead of 5 as per A Maslow's theory
- People have needs in a hierarchy and these needs determine the human behaviour.

- **As per ERG theory, more than one need may be operative at one point of time** rather than only one need as per Maslow theory.
- Maslow argued that person will stay at a certain level until that need is satisfied. ERG theory says that a when a higher level need is frustrated. Individual's desire to increase a lower level take place.

Achievement Motivation Theory

According to **David C McClland** & his associates, there are **three needs i.e. for achievement, for power and for affiliation.**