

DEPARTMENT OF BUSINESS ADMINISTRATION
GOVERNMENT ARTS COLLEGE (AUTONOMOUS), COIMBATORE-641018

2018 -19 Onwards

SEMESTER – III

Skill Based Elective Paper I – ORGANISATIONAL BEHAVIOUR

UNIT – I

Organisational Behaviour: Definition - Nature – Role – Limitations – Nature of Human behaviour - Individual difference – Factors causing Individual behaviour - Personality – Determinants – Traits of Indian managers.

UNIT – II

Perception – Importance – Perceptual - Process selectivity – Developing perceptual skills - Learning – Components of Learning process – Factors affecting Learning – Organisational Behaviour modification – Steps in Organisational Behaviour Modification.

UNIT – III

Attitude and Behaviour - Factors in Attitude Formation – Relevant for Organisation – Effects of Employee Attitude – Developing positive attitude – Emotional intelligence – Application in Organisation – Managing emotions.

UNIT - IV

Group Dynamics: Group – Features – Types – Development - Cohesiveness – Factors affecting group cohesiveness – Power – Importance – Politics – Reasons for Organizational politics – Conflict – Types of conflict – Conflict Resolution.

UNIT – V

Work stress – Factors - Causes – Effects – Counseling – Functions – Types - Organizational culture – Characteristics – Organizational effectiveness – Criteria - Organizational change – Factors - OD – Process – Intervention.

Text Book

L M Prasad : Organisational Behaviour

Reference Books

Keith Davis : Human behavior at work

Ghosh : Industrial psychology

Unit – 1

Subject Name	Subject Code	Semester	Prepared by
Organizational Behaviour	18BBA36S	III	Dr Prabhu R Assistant Professor

Organizational Behaviour

What is organization?

There are many statements to define “Organization”. The definition by Stephen P. Robbins and Timothy A. Judge appears to be comprehensive. “Organization is a consciously co-ordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or a set of goals”.

Characteristics of an organization

The above definition attributes certain characteristics to organization.

- An organization is created deliberately or consciously. Anything which is formed as a natural sequence such as a family or a tribal group may not be termed as an organization. Typical organizations are manufacturing companies, marketing firms, trading houses, transport offices, banks, colleges, hotels, hospitals, *etc.*,
- It is composed of two or more people. Any business run by one individual cannot be termed as a business organization. In large organizations the number of people runs into lakhs.
- There is co-ordination among the people working in an organization. In the absence of co-ordination/co-operation among the people the organization gets disorganized and ceases to exist.
- There is hierarchy in any organization. A typical hierarchy consists of Board of Directors, Chairman, Managing Director, General Managers, Dy. General Managers, Senior Managers, Managers, Supervisors and Workers in a large manufacturing firm. Principal, Heads of Departments, Professors, Associate Professors and Asst.

Professors form the hierarchy in a professional college. Each level of hierarchy will have its own authority and responsibility.

- Organizations function continuously. There are business houses existing for over centuries. In certain cases the business may be seasonal [selling of crackers, marketing of a particular variety of fruit and etc.,] but still it is organized business.
- Every organization will have certain goal(s). For a hospital, the goal could be to offer quality medical service at an affordable cost. A star hotel's goal could be to offer a luxurious stay. The goal of a management school could be to make the students industry-ready. Depending on the top management the goals of a corporate could be to offer quality goods/service, invent newer and newer product designs, sell products at the cheapest rate or make available its services round the clock.

Behaviour: Overt and Covert

To put it simply, behaviour is a response to a stimulus which is observed directly or indirectly. Human behaviour is a function of person and environment *i.e.* $B=f [PxE]$. "Person" includes education, skills, experience, health, gender, age, attitude, aptitude, beliefs, perception, personality, *etc.*, Environment covers working conditions, amenities, supervision, rewards, fellow workers, motivation *etc.*

Overt behaviour: It is what a person does. It is the observable and measurable activity of human beings. It includes mental process like decision making or physical process like handling a machine.

Covert behaviour: This cannot be easily observed or measured (e.g.) feelings, attitudes, perception, *etc.*,

Meaning of organizational behavior

Organizational behaviour is the study of what people think, feel and do in and around organizations. It is also a systematic study of individual, team and organization-level characteristics in an organization.

Organizational behaviour and psychology

Psychology and OB are closely related. Psychology is the science that seeks to measure, explain and sometimes change the behaviour of human and other animals, whereas

organizational behaviour studies how humans behave in an organizational set-up because individuals behave differently when they are in a group /organization.

e.g., A well-behaved student, whenever he sees the Principal greets him with reverence. But the same student, during a college–strike, shouts at the principal “Principal, down, down”. As an individual the boy behaves well, but when he is in the company of other boys [group /organization] his behaviour differs. How employees behave in an organization was amply demonstrated in the historic experiments “Hawthorne studies” which are detailed elsewhere.

Definition of Organizational Behaviour

According to Stephen P. Robbins, organizational behaviour is a field of study that investigates the impacts that individuals, groups and structure have on behaviour within organizations for the purpose of applying such knowledge toward improving an organization’s effectiveness.

Fred Luthans defined organizational behaviour as the understanding, prediction and management of human behaviour in organizations.

Goals of organizational behaviour study

The goals of understanding organizational behavior are

- to describe [how people behave under a variety of conditions /environments?]
- to understand[why people behave as they do in different situations?]
- to predict [how people behave in future?] and
- to control [how their behaviour is controlled or managed for productive activity]

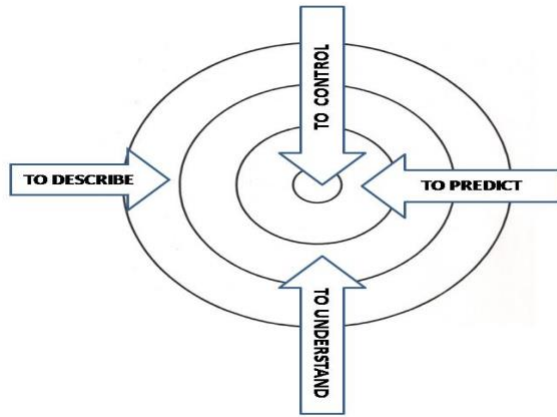


Fig: Goals of O.B Study

For example, in a particular organization the employees strike work very often. Before tackling the problem, the manager first tries to know the details of strike or describe as how often the employees strike work? What is the duration of each strike? During which period of the year they strike? What are the losses? What measures had been taken earlier? Secondly, he attempts to understand who are the employees who strike work? What are the primary causes? Who are the people behind the scene? Is it instigated by trade union, rival company or disgruntled employees? Thirdly, he examines to predict the future scenario. If the same trend continues how many man- days will be lost? What will be the delivery schedule? What will happen to the quality? Will the employees intensify their strike or slow down? Will good employees leave the organization? What will happen to the image of the organization? Finally, after describing, understanding and predicting the behaviour of the people, he tries to control or manage the situation / behaviour of the striking employees to the advantage of the organization through appropriate remedial measures.

A good understanding of the behaviour of people in organizations helps managers, to a large extent, in managing the organizations efficiently and effectively.

Nature of organizational behaviour study

- It is a part of management study representing behavioural approach to management.
- It is a human tool for human benefit.

- It is interdisciplinary. That is, it is a field of study involving the integration of behavioural sciences such as psychology, sociology, anthropology etc., It is not a discipline in the usual sense.
- It is an applied science seeking to fulfill employees' needs and organizations' objectives.
- It involves individual / group behaviour and behaviour of organization itself.
- It is humanistic as well as optimistic.
- It is normative and value centered. While positive science suggests only cause-effect relationship, normative science prescribes how the various findings can be applied to get organizational results which are acceptable to society.
- It is mostly oriented towards organizational objectives.
- It is a total system.

Disciplines similar to organizational behaviour

There are a few disciplines which are similar to organizational behaviour.

Behavioural science: It is the study of human behaviour to establish generalizations that are supported by empirical evidence

Human relations: It broadly applies to interaction and co-operation of people in groups.

Organization theory: It is the study of structure, functioning and performance of organizations and the behaviour of individuals and groups within them.

Contributing disciplines to organizational behaviour

Organizational behaviour is an applied behavioural science that is built upon contributions from a number of behavioural disciplines.

- ***Psychology:*** It seeks to measure, explain and sometimes change the behaviour of humans and other animals.
- ***Sociology:*** It is the study of people in relation to their fellow human beings.
- ***Social Psychology:*** It is an area within psychology that blends concepts from psychology and sociology and focuses on the influence of people on one another.

- ***Anthropology:*** It is the study of societies to learn about human beings and their activities.
- ***Political Science:*** It is s study of behaviour within a political environment. It includes structuring of conflict, allocation of power and manipulation of power for individual self-interest.

While psychology is concerned with individual or micro level analysis, other disciplines contribute to understanding of macro concepts such as group processes and organization.

Summary of contributions of various disciplines to the study of organizational behaviour

Behavioural Science	Contribution	Unit of Analysis	Output
Psychology	<ul style="list-style-type: none"> • Learning • Motivation • Personality • Perception • Training • Leadership • Effectiveness • Job satisfaction • Performance • Attitude 	Individual	Study of organizational behaviour
Sociology	<ul style="list-style-type: none"> • Group / Team • Communication • Power, Conflict 	Group	
	<ul style="list-style-type: none"> • Organizational change • Organizational culture 	Organizational system	
Social Psychology	<ul style="list-style-type: none"> • Behaviour change • Attitude change • Group processes • Communication • Group decision making 	Group	
Anthropology	<ul style="list-style-type: none"> • Comparative values • Comparative attitudes • Cross-cultural analysis 	Group	
	<ul style="list-style-type: none"> • Organizational climate • Organizational culture 	Organizational system	
Political Science	<ul style="list-style-type: none"> • Conflict • Intra-organization politics • Power 	Organizational system	

Organisational behaviour Models:

Model: A model is an abstraction of reality, a simplified representation of some real-world phenomenon. Organizational behaviour is explained with a few models

- *S-R Model*: The Stimulus-Response model of human behaviour suggests that behaviour is caused by certain stimulus (reason) . The stimulus / reason may be the internal feeling or external factor. The S-R model does not give the total concept of caused nature of behaviour especially when the person concerned plays an important role in behaviour as behaviour is shaped by his internal feelings also.
- *S-O-R Model*: By inserting O[Organization] in the classical S-R. model, S-O-R model of human behaviour is achieved. The S-O-R model is based on the stimulus processed by the organization and followed by a behaviour. This ‘O’ is not passive and immobile as assumed in S-R Model. ‘O’ is viewed as mediating and maintenance and adjustive function between S and R. Though the insertion of O in S-R model gives some recognition to the importance to the human variables, it still remains a relatively mechanistic and simplistic approach and fails to explain the complexity of human behaviour.
- *S-O-B-C Model*: This model incorporates a more complex mechanism of human behaviour which modifies and extends S-O-R model

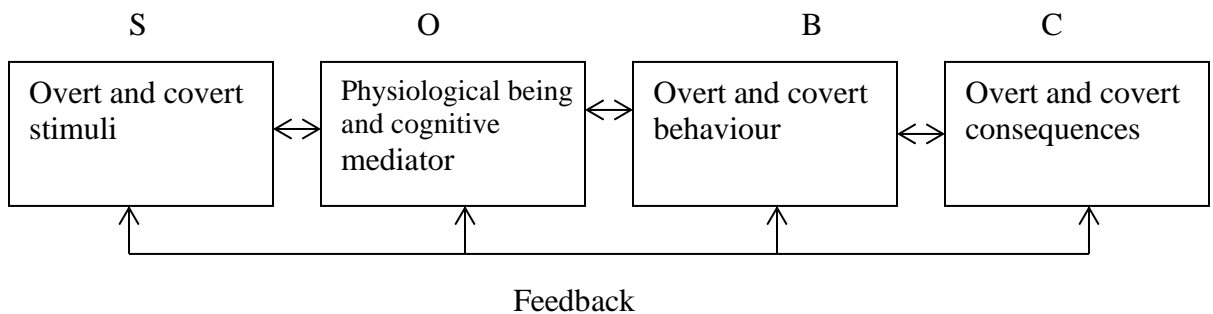


Fig: S-O-B-C Model

- S stands for the situation which is more comprehensive than stimuli of S-O-R model and incorporates all aspects of the environment, viz., immediate stimuli, physical environment and socio-cultural environment.
- O stands for organization. It does not only represent the physiological being as in the S-O-R model but also the psychological being which is more complex.
- B stands for pattern of behaviour, both overt and covert

- C stands for contingent consequences, both overt and covert.

Though the S-O-B-C model tries to explain the process of human behaviour, it presents only a 'barebone' sketch of the behaviour. The understanding, predicting and directing human behaviour in organizations may be increased when the different variables that shape the behaviour are identified and analyzed. The various factors affecting behaviour may lie within the individual himself or lie in the situations with which he interacts.

OB Models by Keith Davis:

The four models viz., Autocratic, Custodial, Supportive and Collegial explained by Keith Davis were based on behaviour:

Autocratic: Power, Authority, Obedience, Prudence, Subsistence and Minimum Effect.

Custodial: Money, Security, Dependence on organization, Job security and Passive Co-operation.

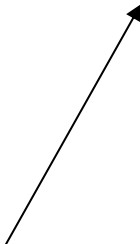
Supportive: Leadership, Performance, Participation, Status, Recognition and Awakened Drives.

Collegial: Partnership, Teamwork, Responsibility, Self Discipline, Self Actualization and Enthusiasm

Basic OB Models by Stephen P. Robbins:

Stephen P. Robbins described two stages of the basic model.

Stage I



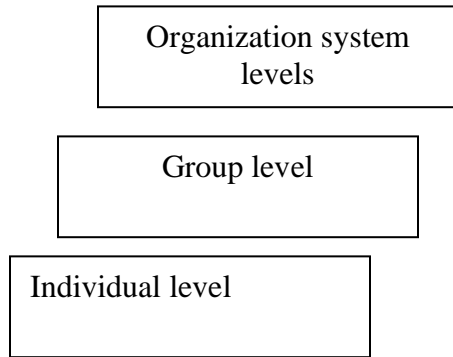
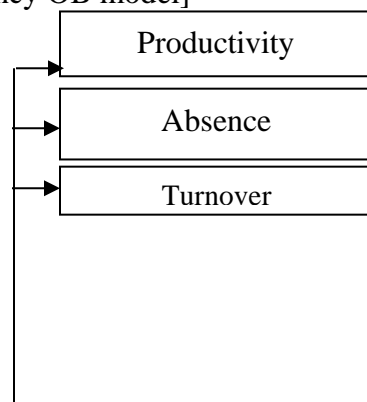


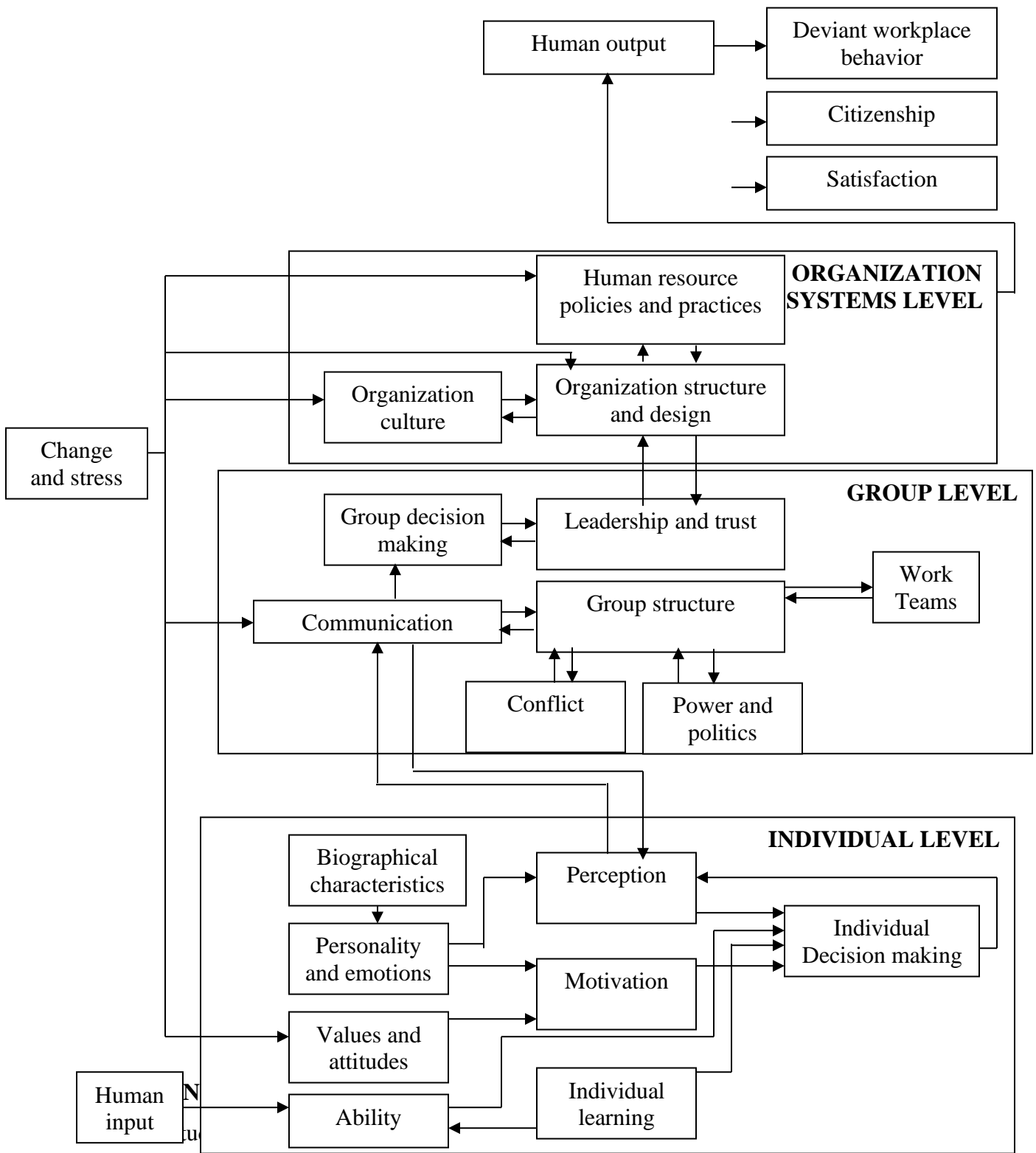
Fig: Stage I of O.B Model by Stephen P.Robbins

In the first stage, there are three levels of organizational behaviour. *viz.* Individual level, Group level and Organisational level. These are the independent variables.

The dependent variables included are Productivity, Absenteeism, Turnover, Deviant Workplace behaviour, Organizational Citizenship behaviour and Job Satisfaction.

Fig: Stage II of O.B Model by Stephen P.Robbins [Contingency OB model]





Roadmap: OB study is almost a roadmap to employees' lives in organizations. OB study takes people to the right destination in their worklives. The knowledge gained through OB

suggests people what to do, when to do, where to do and how to do the various activities in an organization.

Scientific knowledge: An OB study is based on scientific research and people feel confident in understanding and predicting their lives in any organization.

Influence: OB study helps people influence organization events such as managing conflicts, decision making, communication etc.,

Understanding self: OB study makes one understand himself/herself and others better through improved interpersonal relations, attitudes, perception, leadership, communication etc.,

Managing business: The job of a manager is to get things done effectively and efficiently. This is achieved through motivating employees. OB study helps managers understand the concept and techniques of motivation better.

Industrial relation: The field of OB is useful to maintain cordial industrial relations through understanding the cause of the problem, predicting its course of action and controlling its consequences.

Career in management: A successful manager must have good ‘people skills’ such as understanding employees’ knowledge / experience and utilizing them for efficient management through motivation. For this, a good knowledge of OB is essential.

Individual Dimensions of Organizational Behaviour (Biographical Characteristics and Ability)

Individual human behaviour is caused by instincts, genetic background and personality traits that are formed at an early stage. Behaviour is mostly learnt through interactions with environment. Present events are more important than past events.

Determinants of individual behaviour:

The following are the important determinants of individual behaviour.

- a. Biographical characteristics [Age, Gender, Race, Tenure and Religion]
- b. Ability [Intellectual and Physical Abilities]

- c. Attitudes
- d. Values
- e. Personality
- f. Perception
- g. Learning
- h. Emotions and Emotional Intelligence

In this chapter the influence of biological characteristics and personal abilities on behavior is discussed.

MARS model of individual behaviour and results:

MARS [Motivation, Ability, Role Perception and Situational Factors] Model explains that individual characteristics decide the motivation, ability and role perception which in turn combine with situational factors ultimately deciding one’s behaviour.



Fig: MARS model of individual behaviour and results

Influence of biographical characteristics on behaviour:

Biographical characteristics: These are personal characteristics such as age, gender, race, etc., which are subjective and easily obtained from personal records.

Age:

Though there is a widespread belief that job performance declines with increasing age many see a number of positive qualities that older workers bring to their jobs, such as experience, judgement, a strong work ethic and commitment to quality. Nevertheless, older

workers are perceived as lacking flexibility and being resistant to new technology. Age does not appear to bring in any negative influence on job related factors.

Quitting jobs: Older workers are less likely to quit their jobs as quickly as young workers since they have experienced many a work situation.

Absenteeism: In general, older workers have lower rates of avoidable absence than do younger employees. However, they have higher rates of unavoidable absence probably due to poorer health associated with aging and longer recovery period.

Productivity: There is a widespread belief that productivity declines with age, as it is assumed that skills such as speed, agility, strength, coordination etc., decay over time and prolonged job boredom and lack of intellectual stimulation contribute to reduced productivity. But many studies showed that age and job performance were not related. Demands of most jobs, even those with heavy manual labour requirements are not extreme enough for any decline in physical skills attributable to age. Even if there is some decline due to age, it is offset by gains due to experience.

Job satisfaction: While most studies indicated a positive association between age and job satisfaction, at least upto 60 years, some studies showed a U-shaped relationship. This type of relationship results could be due to intermixing of professional and non-professional employees. When these two groups were separated and studied it was found that satisfaction tended to increase with age in the case of professionals and it decreased among non-professionals during middle age and increased in the later years.

Gender:

Some of the work-related differences between men and women are pointed out below:

- Practically there are no differences between men and women that will affect their job performance.
- There are no consistent male – female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability or learning ability.
- Psychological studies have shown that women are more willing to conform to authority than men do.

- Men are more aggressive and have higher expectations of successes than women. However, the differences are minor.
- One issue that seems to matter is employees having preschool–age children. Working mothers are more likely to prefer part-time work, flexible work schedules and telecommuting in order to accommodate their family responsibilities.
- While there is no significant difference in quit rates between men and women, women have higher rate of absenteeism possibly due to more of family responsibilities. Pre-and postnatal absence is not avoidable among married women.
- Due to physiological differences certain jobs are more suitable to men than women.
- Continued sexual harassment of women impacts job performance significantly.

Race:

As race is a controversial issue, discussion on it is generally avoided. But it cannot be denied that race does affect work life. Though there are no distinct racial categories, some Governments classify people based on race [African, American, Asian *etc.*] Race has been studied to some ‘extent’ in Organizational Behaviour, particularly as it relates to personnel selection decision, performance evaluations, pay and workplace discrimination .

- There is a tendency for individuals to favour colleagues of their own race in performance appraisals, promotion decisions or pay raises.
- There are substantial racial differences in attitudes towards affirmative action.
- Some people (African Americans) receive lower ratings in employment interviews, get low pay and are not promoted frequently.
- Employers are concerned that mental ability tests may have negative impact on racial and ethnic groups.
- The issue of racial differences in cognitive ability tests continues to be debated.

Tenure:

Tenure is the work experience. Longer tenure seems to have positive impact on job.

- People with more work experience (senior employees) have less problem of absenteeism.
- There is positive relationship between seniority and job productivity.
- The longer a person is in a job, the less likely he or she is to quit.

- Tenure on an employee's previous job is a powerful predictor of the employee's future turnover.
- Compared to age, tenure appears to be more consistent and stable predictor of job satisfaction

Religion:

Religion is a touchy issue and conflicts exist between religious and non –religious people and among the various religious faiths. Type of prayers, food habits, respect for elders, dress code etc differing from religion to religion, affect work culture and job performance in one way or other.

Ability refers to an individual's capacity to perform the various tasks in a job. It is a current assessment of what one can do. Everyone has strengths and weaknesses in terms of ability that make him/her relatively superior or inferior to others in performing certain tasks or activities. From management's point of view, it is not whether people differ in their abilities; their issue is knowing how people differ in their abilities and how that knowledge could be used to put the right people in the right jobs for higher productivity.

An individual's overall abilities are made up of two sets of factors viz. intellectual and physical.

Intellectual abilities

Intellectual abilities are the capacity to do mental activities such as thinking, reasoning and problem solving. People in most societies place a high value on intelligence.

Intelligence is defined in various ways.

Wells: Intelligence is the property of recombining one's behaviour pattern so as to act better in a novel situation.

William Stern: It is the ability to adjust oneself to a new situation.

These two definitions fail to clarify the full scope of intelligence as intelligence and adjustability are not the same. Intelligence is innate but adjustability is mostly learnt.

Ebbinghaus / Thorndike: Intelligence is the ability to make profitable use of past experience.

This definition fails as learning and intelligence are not identical and learning depends on many things besides intelligences.

Garret: Intelligence is the ability demanded in the solution of problems which require the comprehension and use of symbols

Terman: It is the ability to think abstractly.

But the defect is that abstract thinking is not intelligence; it is only part of intelligence.

Binet: Intelligence is that what intelligence test measures *i.e.* ability to take direction and to maintain direction and the capacity to adapt oneself to the environment.

Welcher: It is the aggregate or global capacity of an individual to act purposefully, to think rationally and to deal effectively with the environment.

Husband: An intelligent person uses past experiences effectively, is able to concentrate and keep his attention focused for longer periods of time, adjusts himself to a new and unaccustomed situation rapidly with less confusion and with fewer false moves, shows variability of response, is able to see distinct relationships, can carry on abstract thinking and is capable of experiencing self-criticism.

The above varied definitions point to the fact that intelligence cannot be defined precisely. However, it could be deduced that an intelligent uses his environmental condition, whatever it may be, to his advantage. The statement “All those who get first class with distinction need not be necessarily intelligent, but an intelligent student should pass out with distinction” may explain intelligence in practical terms.

Important characteristics of an intelligent person:

An intelligent

- keeps himself neat and clean.
- learns quickly, easily and effectively.
- uses his intelligence for his benefit.
- attends to the tasks assigned immediately.
- solves his problems effectively / efficiently.
- knows how to behave in a particular situation.
- acts with a sense of discrimination.
- adapts to effective living in the world.
- resists emotional forces.

- shows positive attitude / approach for everything

Personality and values

What is personality?

- The term ‘personality’ has been derived from the Latin word ‘persona’ which means ‘to speak through.’ This Latin term denotes the masks which the actors used to wear in ancient Greece and Rome. Thus, personality is used in terms of influencing others through external appearance. However, just external appearance, though important for personality characteristics, does not make the whole personality.
- Personality should include:
 - - external appearance and behaviour
 - - inner awareness of self as a permanent organizing force and
 - - particular pattern of measurable traits, both inner and outer.
- There has not been universal agreement on the exact meaning of personality. The reason for the controversy is that people define ‘personality’ from different perspectives. Most people tend to equate personality with social success [*i.e.*] good personality or popular personality and to describe personality by a simple dominant characteristic [strong, weak or polite].

Definition of Personality

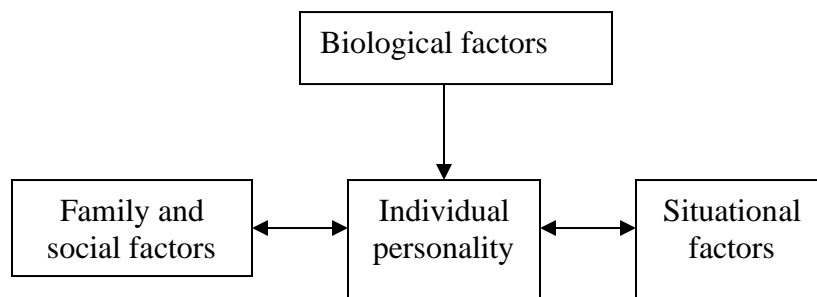
- Personality cannot be defined precisely. There are many definitions:
- “Personality is the sum total of characteristic pattern of thinking, feeling and behaving that constitutes the individual’s distinctive method of relating to environment.”

- “Personality is the dynamic pattern within the individual of those psychological systems that determine his unique adjustments to his environment. It is the sum total of ways in which an individual reacts to and interacts with others.”
- “Personality is a set of characteristics and tendencies that determine those commonalities and differences in the behaviour [thoughts, feelings and actions] of people that have continuity in time and that may not be easily understood as the sole result of the social and biological pressures of the moment.”
- “Personality is the relatively stable pattern of behaviors and consistent internal states that explain a person’s behavioral tendencies.”
- “Personality is how people affect others and how they understand and view themselves as well as their pattern of inner and outer measurable traits and the person – situation interaction.”

Determinants of personality

The determinants of personality are:

- Biological factors
- Family and social factors
- Cultural factors and
- Situational factors



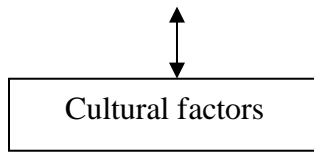


Fig: Determinants of Personality

Out of the various factors of determinants, only biological factors have one-sided impact while other factors have interactive impact as the individual himself can also have some impact on these factors.

Influence of biological factors on personality

The general characteristics of human biological system influence the way in which human being tends to sense external environment, interpret and respond to them

Heredity: It is the transfer of the qualities from ancestors [great grand parents, grand parents and parents] to the descendants [children] through a mechanism lying primarily in the chromosomes of the cells. Heredity decides certain physical, mental and emotional qualities. It has been proved that physical and psychological characteristics can be transferred through heredity. Heredity plays an important role in the development of personality. That is, one's personality is influenced by the characteristics of parents / ancestors to some extent.

Brain: Physiologists and psychologists have divided the brain into two parts, *i.e.* left hemisphere and right hemisphere. It is claimed that right-side brain is related to creativity and left side to analytical or managerial ability. The type of development of brain decides the personality to some extent.

Physical features: A person's physical features have some influence on others as well as on himself. People with appreciable physical appearance tend to be more confident and behave confidently in some cases. The way others interact with person of good physical features also differs. Physical features do affect one's personality.

Influence of family / social factors on personality

The personality of an individual develops under the influence of many socializing forces and agencies. It starts right from the nuclear family to the distant global groups. Family and social groups have significant impact on personality development through socialization and identification process.

Socialization: It is a process by which a child acquires behaviour patterns that are customary and acceptable according to the standards of his family or group. Socialisation starts with the initial contact with mother / father and later on with family members and social groups.

Identification process: This process occurs when a person tries to identify himself with some person whom he feels ideal in the family or in the social group. Identification can be viewed as the similarity of feelings, attitudes, motives or desires.

Socialization / identification process is influenced by home environment, family members and social groups.

Home environment: Total home environment is a critical factor in personality development. Children brought up in charity homes by paid employees tend to be emotionally maladjusted compared to children raised by parents in warm and loving environment.

Family members: Members of the family, particularly, parents, have strong influence on one's personality. High correlations have been found between attitudes of parents and that of the children. The conduct of brothers /sisters /cousins also influences personality.

Social groups: Similar to family members, the behaviour of the members of the social groups such as social club, friends' circle, work group etc. influences one's personality.

Cultural factors and personality

The points to ponder over are:

- Culture is the underlying determinant of human decision-making. It generally determines attitudes toward independence, aggression, competition and co-operation.

- Each culture expects and trains its members to behave in the ways that are acceptable to the group.
- To a greater extent, the child's cultural group decides its values / characteristics through group learning.

Organizational Applications of Personality:

Understanding of personality has a number of implications for effective managing of organizations. Managers will be in advantageous positions in efficient management of employees whose real personalities are made known.

Matching jobs and individuals:

Every job in the organization requires certain characteristics of the person who does the job. One of the basic characteristics is personality of the job performer. Any organization can do well if it is able to match the characteristics of the persons and their job requirement. Workers are more satisfied in work environments that are congruent with their particular profiles. Congruence refers to the extent that someone has the same or similar personality type as the environment in which he works. Research has shown that high congruence leads to better performance, satisfaction and longer tenure in that job.

Designing Motivation System:

All people cannot be motivated by offering the same incentives because of their personality differences. Some are motivated by financial incentives and others by non-financial incentives such as responsibility, authority, independence etc., An analysis of personalities of individuals helps in designing motivation system to suit individual needs.

Designing Control System:

Controlling is one of the main functions of management. Managers use different methods of controlling. Whether the controlling system is tight or flexible it must be adjusted to suit the individual's personality. Efficient workers may not relish tight control. Lazy workers do better job under tight control only. Appraisal of personality of workers helps in designing appropriate control system.

The Contents in this E-Material has been taken from the text and reference book as given in the syllabus