

Definition of Organizational Behaviour

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**.

“Organizational Behaviour is the study of human behaviour in the workplace, the interaction between people and the organization, and the organization itself.”

The nature of OB includes:

Sociology, Psychology, Social Psychology, Anthropology, Economics and Political science

The scope of organizational behaviour:

The scope of OB is as under:

Elements of the Organizational Behaviour

People, structure, technology and the external environment are the key elements of the organizational behaviour. First three elements are micro-level and last one is macro level. These elements can be undertaken as a part of the OB scope. Understanding people is not sufficient and hence OB extends its scope to structure, technology and the environment also.

Impact of personality on performance

It's also essential to understand the impact of personality of an employee or other members of the team on performance.

The motivation of employees of organization:

The study helps to understand employee behaviour. This helps to understand what kind of Monetary & Non-Monetary benefits will help to motivate employees and to create a positive attitude.

Other important points under the scope of OB are:

- Leadership
- Structure of teams and groups
- Perception

- Development of the Soft Skills
- Organizational structures: Their Study and Development
- Improvement/Enhancement of Individual & Organizational development
- Individual behaviour, Group behaviour, power and politics, attitude and learning
- Organization Design
- Job design
- Culture and Environment factors
- Management of change, conflict and stress
- Organizational development
- Study of emotions
- Transactional analysis

This is the scope of Organizational behaviour. In the current scenario, Organizational Behaviour i.e. behaviour of employees in an organization is becoming the main thing for organization management.

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

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

2. An Interdisciplinary Approach

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

3. An Applied Science

The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while

the former concentrates on fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. A Normative Science

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

5. A Humanistic and Optimistic Approach

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

6. A Total System Approach

The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioural scientists to analyse 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

The three internal organizational elements viz., people, technology and structure and the fourth element, i.e., external social systems may be taken as the scope of O.B.

1. People

The people constitute the internal social system of the organization. They consist of individuals and groups. Groups may be large or small, formal or informal, official or unofficial. They are dynamic. They form, change and disband. Human organization changes everyday. Today, it is not the same as it was yesterday. It may change further in the coming days. People are living, thinking and feeling beings who created the organization and try to achieve the objectives and goals. Thus, organizations exist to serve the people and not the people exist to serve the organization.

2. Structure

Structure defines the sole relationship of people in an organization. Different people in an organization are given different roles and they have certain relationship with others. It leads to division of labour so that people can perform their duties or work to accomplish the organizational goal. Thus, everybody cannot be an accountant or a clerk. Work is complex and different duties are to be performed by different people. Some may be accountant, others may be managers, clerks, peons or workers. All are so related to each other to accomplish the goal in a co-ordinated manner. Thus, structure relates to power and duties. One has the authority and others have a duty to obey him.

3. Technology

Technology imparts the physical and economic conditions within which people work. With their bare hands people can do nothing so they are given assistance of buildings, machines, tools, processes and resources. The nature of technology depends very much on the nature of the organization and influences the work or working conditions. Thus, technology brings effectiveness and at the same restricts people in various ways.

4. Social System

Social system provides external environment which the organization operates. A single organization cannot exist also. It is a part of the whole. One organization cannot give everything and therefore, there are many other organizations. All these organizations influence each other. It influences the attitudes of people, their working conditions and above all provides competition for resources and power.

O.B. is the study of human behaviour at work in organizations. Accordingly, the scope of O.B. includes the study of individuals, groups and organization/structure. Let us briefly reflect on what aspects each of these three cover.

Individuals

Organizations are the associations of individuals. Individuals differ in many respects. The study of individuals, therefore, includes aspects such as personality, perception, attitudes, values, job satisfaction, learning and motivation.

THE RELATIONSHIP BETWEEN INDIVIDUAL AND ORGANIZATIONAL CHARACTERISTICS AND NURSE INNOVATION BEHAVIOR

Behavior Analysis at Different Levels

Behavior as an individual or in a group is always analyzed by everyone in the organization. It is analyzed at three different levels –

- Individual level of analysis
- Group level of analysis
- Organizational level of analysis

Individual Level of Analysis

Organizational behavior, at this level of analysis massively draws upon psychology, engineering, and medicine. At the individual level of analysis, organizational behavior includes the study of learning, perception, creativity, motivation, and personality.

In addition, it also includes the study of turnover, task performance and evaluation, coordinated behavior, deviant work behavior, ethics, and cognition.

For example – Ram joins a company as an intern and is very open to learning new things but as time passes and he gets promoted his attitude towards his interns becomes rude. This is a fine example of individual level of analysis.

Group Level of Analysis

Organizational behavior, at this level of analysis, draws upon the sociological and socio-psychological discipline. At the group level of analysis, organizational behavior includes the study of group gesture, intra-group and intergroup dispute and attachment.

It is further extended to the study of leadership, power, norms, interpersonal communication, networks, and roles.

An example of this level of analysis – Board of directors of company X decide to give bonus to their workers as they have really worked hard on a certain project.

Organizational Level of Analysis

Organizational behavior, at this level of analysis draws upon sociology and political science. At this level of analysis, organizational behavior includes the study of organizational culture, structure, cultural diversity, inter-organizational cooperation and coordination.

It further includes the study of dispute, change, technology, and external environmental forces. Some other fields of study that adds to the interest of organizational behavior are ergonomics, statistics, and psychometrics.

To have a clear understanding on the topic and avoid any kind of confusion let's look at an example at different levels and try to analyze it.

Rohit is interested in becoming a singer as he is interested in music and feels he can do better in this field. While his parents force him to pursue his job as a software engineer, as according to his father's perception a software job pays well and is far better than struggling to become a singer.

In this case, we see Rohit and his father have a clash of opinions, hence this is a case of individual level of analysis.

Extending this example further, if Rohit seeks help from his friends on this matter his friends will support him as they have the same mindset support the idea of following their own dreams, struggling and achieving their goal. Meanwhile Rohit's father's friend circle might find the idea of pursuing singing as a career insane and support his father's decision of opting for a software.

Here we see two different groups of people with contradicting ideologies, this becomes a case of group level of analysis.

Individual Behavior

Individual behavior can be defined as a mix of responses to external and internal stimuli. It is the way a person reacts in different situations and the way someone expresses different emotions like anger, happiness, love, etc.

To get a brief idea about the individual behavior let us learn about the individual behavior framework and other key elements related to it.

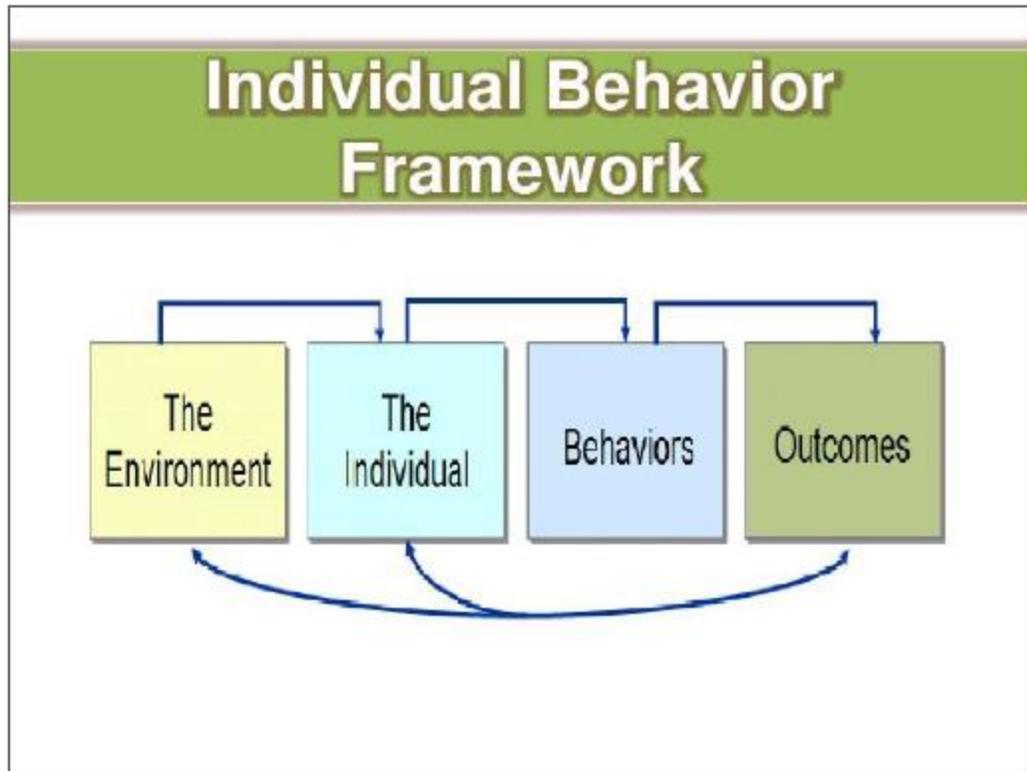
Individual Behavior Framework

On the basis of these elements, psychologist Kurt Lewin stated the Field theory and outlined the behavior framework. This psychological theory studies the patterns of interaction between an individual and the environment. The theory is expressed using the formula

$$B = F(P,E)$$

where, B – Behavior, F - Behavior Function, P – Person, and E - Environment around the person.

Say for example, a well paid person who loses his job in recession may behave differently when unemployed.



Causes of Individual Behavior

Certain individual characteristics are responsible for the way a person behaves in daily life situations as well as reacts to any emergency situations. These characteristics are categorized as –

- Inherited characteristics
- Learned characteristics

Inherited Characteristics

The features individuals acquire from their parents or from our forefathers are the inherited characteristics. In other words, the gifted features an individual possesses by birth is considered as inherited characteristics.

Following features are considered as inherited characteristics –

- Color of a person's eye
- Religion/Race of a person

- Shape of the nose
- Shape of earlobes

Learned Characteristics

Nobody learns everything by birth. First our school is our home, then our society followed by our educational institutions. The characteristics an individual acquires by observing, practicing and learning from others and the surroundings is known as learned characteristics.

It consists of the following features –

- **Perception** – Result of different senses like feeling, hearing etc.
- **Values** – Influences perception of a situation, decision making process.
- **Personality** – Patterns of thinking, feeling, understanding and behaving.
- **Attitude** – Positive or negative attitude like expressing one's thought.

Factors Influencing Individual Behavior

The way an individual addresses a situation single-handedly or say in a group is influenced by many factors. The key factors influencing an individual's attitude in personal as well as social life are –

- Abilities
- Gender
- Race and culture
- Attribution
- Perception
- Attitude

Let's take a quick look over these major elements that imprints a person's behavior inside and outside of the organization.

Abilities

Abilities are the traits a person learns from the environment around as well as the traits a person is gifted with by birth. These traits are broadly classified as –

- Intellectual abilities

- Physical abilities
- Self-awareness abilities

In order to understand how these affect a person's behavior, we need to know what these abilities are.

- **Intellectual abilities** – It personifies a person's intelligence, verbal and analytical reasoning abilities, memory as well as verbal comprehension.
- **Physical abilities** – It personifies a person's physical strength, stamina, body coordination as well as motor skills.
- **Self-awareness abilities** – It symbolizes how a person feels about the task, while a manager's perception of his abilities decides the kind of work that needs to be allotted to an individual.

Thus the psychological, physical, self-assurance traits owned by a person defines the behavior of a person in social and personal life. For ex: Ram has a high IQ level, whereas Rahul can lift a bike and is a strong guy.

Gender

Research proves that men and women both stand equal in terms of job performance and mental abilities; however, society still emphasizes differences between the two genders. Absenteeism is one area in an organization where differences are found as women are considered to be the primary caregiver for children. A factor that might influence work allocation and evaluation in an organization is the manager's perception and personal values.

For example – An organization encourages both genders to work efficiently towards the company's goal and no special promotion or demotion is given or tolerated for any specific gender.

Race & Culture

Race is a group of people sharing similar physical features. It is used to define types of persons according to perceived traits. For example – Indian, African. On the other hand, culture can be defined as the traits, ideas, customs and traditions one follows either as a person or in a group. For example – Celebrating a festival.

Race & culture have always exerted an important influence both at the workplace as well as in the society. The common mistakes such as attributing behavior and stereotyping according to individual's race & culture basically influences an individual's behavior.

In today's diverse work culture, the management as well as staff should learn and accept different cultures, values, and common protocols to create more comfortable corporate culture.

For example – A company invites candidates for a job post and hires one on the basis of eligibility criteria and not on the basis of the country a person belongs to or the customs one follows.

Perception

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

It can be divided into six types namely –

- **Of sound** – The ability to receive sound by identifying vibrations.
- **Of speech** – The competence of interpreting and understanding the sounds of language heard.
- **Touch** – Identifying objects through patterns of its surface by touching it.
- **Taste** – The ability to detect flavor of substances by tasting it through sensory organs known as taste buds.
- **Other senses** – Other senses include balance, acceleration, pain, time, sensation felt in throat and lungs etc.
- **Of the social world** – It permits people to understand other individuals and groups of their social world.

For example – Priya goes to a restaurant and likes their customer service, so she will perceive that it is a good place to hang out and will recommend it to her friends, who may or may not like it. However, Priya's perception about the restaurant remains good.

Attribution

Attribution is the course of observing behavior followed by determining its cause based on individual's personality or situation.

Attribution framework uses the following three criteria –

- **Consensus** – The extent to which people in the same situation might react similarly.
- **Distinctiveness** – The extent to which a person's behavior can be associated to situations or personality.
- **Consistency** – The frequency measurement of the observed behavior, that is, how often does this behavior occur.

The framework mentioned says it is all about how an individual behaves in different situations.

For example – Rohit invites Anisha and two more friends for a movie and they agree to bunk and watch the movie, this is consensus. Bunking of class says that they are not interested in their lectures, this is distinctiveness. A little change in the situation, like if Rohit frequently starts bunking the class then his friends may or may not support him. The frequency of their support and their rejection decides consistency.

Attitude

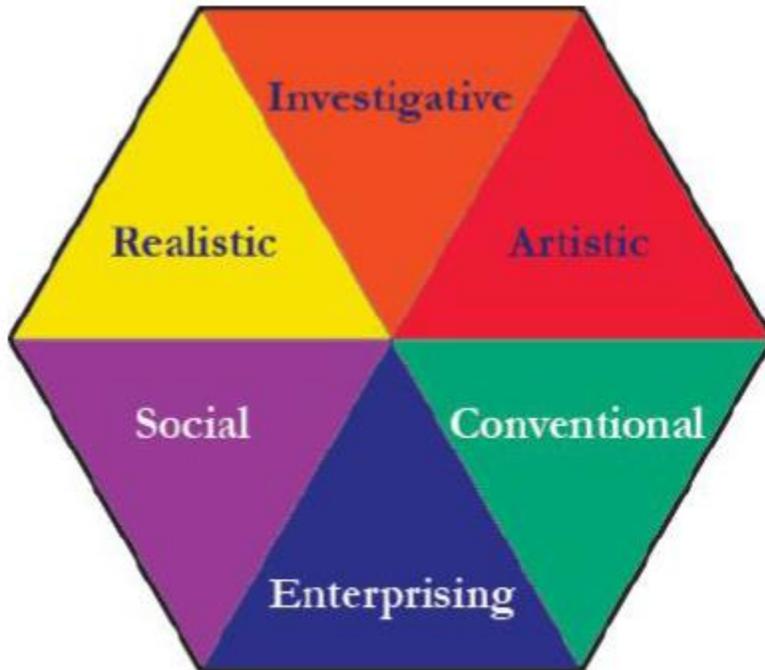
Attitude is the abstract learnt reaction or say response of a person's entire cognitive process over a time span.

For example – A person who has worked with different companies might develop an attitude of indifference towards organizational citizenship.

Now we have a clear idea about what are the factors responsible for the way we behave. We never think about these elements and how they affect our daily life but we can't ignore the fact that they are responsible for the way we walk, talk, eat, socialize, etc.

Occupational Personality Types

The traits we use to find out the careers and college majors we should opt for, and will fit us the best is known as occupational personality traits. Personality can be further classified on the basis of an individual's occupation and vocational options. John Holland grouped these features into six personality types –



- **Realistic Personality** – These types of individuals have a realistic personality. They are shy in nature, stable, and practical. They belong to professions like agriculture, engineering, fashion designing, etc.
- **Investigative Personality** – These types of individuals are analytical, curious, and have an independent mindset. They belong to professions like writing, teaching, medicine, etc.
- **Artistic Personality** – These types of individuals have great imagination and are idealistic. They belong to professions like fine arts, music, photography, etc.
- **Social Personality** – These types of individuals are sociable, helpful and cooperative in nature. They belong to professions like teaching, social work, counseling, etc.
- **Enterprising Personality** – These types of individuals are ambitious, adventurous and energetic. They belong to professions like business, journalism, consultancy, etc.
- **Conventional Personality** – These types of individuals are practical, organized, and logical. They belong to professions like training, nursing, finance, etc.

Most people fall into anyone of these six personality types.

People sharing the same personality type and working together create a work environment that fits their type. For example, when enterprising persons are

together on a job, they create a work environment that rewards enthusiastic and innovative thinking and behavior -- an enterprising environment.

People opt for such environments where they can use their skills and abilities, and freely express their values and attitudes. For example, Realistic types search for stable work environment; Artistic types look for Artistic environment, and so forth.

People who work in an environment similar to their personality type are more likely to be successful and satisfied with their job. For example, artistic persons are more likely to be successful and satisfied if they choose a job that has an artistic environment, like choosing to be a music teacher in a music school -- an environment "dominated" by artistic people where innovative abilities and expression are highly valued.



Understanding the theory and using it efficiently, aligns our core personality traits to fields that nurture who we are, who we want to be, by offering a rewarding path towards professional and personal growth.

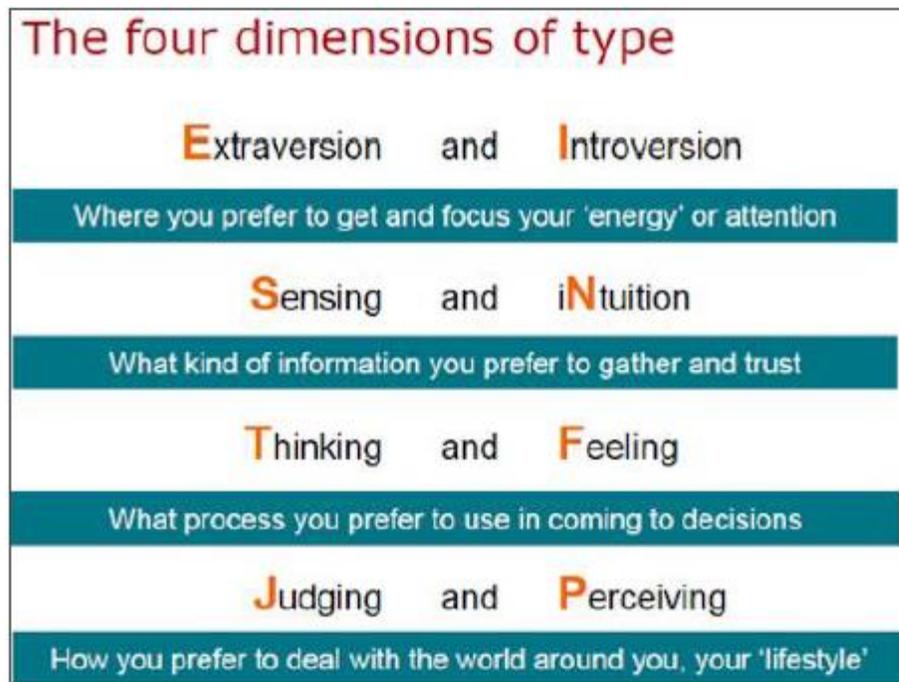
Myers-Briggs Types of Indicator

The Myers–Briggs Type Indicator is a set of psychometric questionnaire designed to weigh psychological preferences in how people perceive the world and make decisions. The Myers Briggs model of personality developed by Katherine Briggs and Isabel Briggs Myers, is established on four preferences namely –

- Types of social interaction
- Preference for gathering data
- Preference for decision making
- Style of decision making

With respect to the prescribed Myers Briggs type of indicator, preferences include eight leadership styles –

- E or I (Extraversion or Introversion)
- S or N (Sensing or iNtuition)
- T or F (Thinking or Feeling)
- J or P (Judgment or Perception)



We combine the bias to give our Myers Briggs personality type. Say for example, our preferences is for E and S and T and J, so it leads to personality type of ESTJ. In the same way, there are sixteen Myers Briggs personality types that can be generated by combining these four letters together.

When we put these four letters together, we get our personality type code, and there are sixteen combinations. For example, INTJ implies that we prefer Introversion, Intuition, Thinking and Judging (remember, this implies preferences only - an INTJ also uses Extraversion, Sensing, Feeling and Perception).

Types of Social Interaction

The way a person communicates with people around and links with others socially is called social interaction. Who are we, how do we communicate

with people? In order to answer these question we classify individuals and their preferences to direct their energy into two types Extraversion & Extrovert, Introversion & Introvert.

Extraversion or Extrovert

If people prefer to direct their energy to cope with others, things, situations, or "the outer world", then their preference is for Extraversion.

An extrovert is an outgoing, socially confident person. This is denoted by the letter "E".

Introversion or Introvert

If people prefer to direct their energy to deal with ideas, information, explanations, beliefs, or "the inner world", then their preference is for Introversion.

An introvert is a shy and reticent person. This is denoted by the letter "I".

For example – Archana is a nerdy girl and takes time to mingle up with others and is considered as an introvert while Alka is a very outgoing person and gets easily with everyone, so she is considered as an extrovert.

Preference for Gathering Data

Everything we see, we hear we process them in our brains. Now how do we prefer to process information? On what basis? To answer this question, we need to understand how to we choose to transform our information.

We can collect information in two different ways, using two different information gathering functions – Sensing and Intuition.

Sensing

If we choose to deal with facts, what we know, to have clarity or to describe what we see, then our preference is for Sensing.

This is denoted by the letter "S".

Intuition

If we choose to deal with ideas, look into the unknown, to generate new possibilities or to engage what isn't obvious, then our preference is for Intuition.

This is denoted by the letter "N" (the letter I has already been used for Introversion).

For example – If I say that I believe something good is going to happen then it is just an intuition as I am basing my statement without any evidence rather on just a feeling. However, when I say that according to today's weather forecast it is going to rain, then this is sensing as I have an evidence to support my statement.

Preference for Decision Making

There are two main types of functions through which we prefer to make our decisions.

Thinking

If we choose to decide on the basis of objective logic, using an analytic and detached path, then our preference is for Thinking. This is denoted by the letter "T".

Feeling

If we prefer to decide using values or our personal beliefs, on the basis of what we believe is important or what we or others care about, then our preference is for Feeling. This is denoted by the letter "F".

For example – If I get Rs. 500 lying on the road and I think as I got it, it's mine then it is my thinking. However, if I think it's not right to keep others money and decide to donate it then it is considered as a feeling.

Style of Decision Making

Style of decision making is nothing but the way we prefer to organize our life. It is done by either Perceiving or by Judging.

Perceiving

If we prefer to go with the flow, to maintain flexibility and respond to things as they arise in the first place, then our preference is for Perception. This is denoted by the letter "P".

Judging

If we prefer our life to be planned, stable and organized then our preference is for Judging (here it is not to be confused with being 'Judgmental', which is quite different). This is denoted by the letter "J".

For example – Mona gets a job and decides since she has got a job she need not worry about anything else. This attitude is perceiving. On the other hand, Tina aims for bank PO exam and plans her life where all her actions will help her achieve her dream job. This attitude is judging.

Myers-Briggs Personality Test

After getting a brief about the personality types, let us take a look at the 16 types of personality.

PERSONALITY COMBINATIONS			
ISTJ Doing what should be done	ISFJ A huge sense of duty	INFJ An inspiration to others	INTJ Everything has room for improvement
ISTP Ready to try anything once	ISFP Sees much but shares little	INFP Performing noble service to aid society	INTP A love of problem solving
ESTP The ultimate realist	ESFP You only go around once in life	ENFP Giving life an extra squeeze	ENTP One exciting challenge after another
ESTJ Life's administrators	ESFJ Hosts and hostesses of the world	ENFJ Smooth talking persuader	ENTJ Life's natural leaders

ISTJ (Introversion-Sensing-Thinking-Judging)

Individuals with this type of personality are quiet, serious, earn success by honesty and are dependable. They are logical, matter-of-fact, realistic, and responsible. They decide practically what should be done and work towards it

steadily, regardless of distractions. They like to keep everything synchronized and organized - their work, their home, their life. They prioritize traditions and loyalty.

ISFJ (Introversion-Sensing-Feeling-Judging)

Individuals with this type of personality are quiet, friendly, responsible, and careful. They are committed and steady in meeting their demands. Thorough, painstaking, precise and accurate. They are loyal, considerate, notice and remember specifics about other individuals who are important to them, and are concerned with how others feel. They strive to create an orderly and harmonious surrounding at work and at home.

INFJ (Introversion-iNtuition-Feeling-Judging)

Individuals with this type of personality always explore meaning and connection in ideas, relationships, and material possessions. They want to understand what encourages people and are insightful about others. Being careful in nature, they are committed to their firm values. They have a clear vision about how best to work for the common good. These type of individuals are organized and decisive in executing their vision.

INTJ (Introversion-iNtuition-Thinking-Judging)

Individuals with this type of personality have a unique mindset and great drive for executing their ideas and achieving their goals. They quickly see patterns in external events and develop long-range elaborative perspectives. Being committed, they start something to do and carry it through. Doubtful and independent, they have high standards of competence and performance - for themselves and others.

ISTP (Introversion-Sensing-Thinking-Perceiving)

Individuals with this type of personality are tolerant and flexible, quiet observers until a problem arises, then act quickly to find workable solutions. They examine what makes things work and readily get through large amounts of data to isolate the core of practical issues. They are interested in cause and effect, organize facts using practical principles, and value efficiency.

ISFP (Introversion-Sensing-Feeling-Perceiving)

Individuals with this type of personality are quiet, friendly, adaptable, sensitive, and kind. They enjoy the present moment, and are not bothered with what is going on around them. They like to have their own space and to work within their chosen time frame. They are loyal and committed to their

principles and to people who are important to them. These individuals dislike disagreements and disputes, and also do not force their opinions or values on others.

INFP (Introversion-iNtuition-Feeling-Perceiving)

Individuals with this type of personality are idealistic, loyal, honest to their values and to people who are important to them. They want an external life that is compatible with their values. Anxious, quick to see possibilities, they can be catalysts for implementing ideas. They understand people and help them fulfill their potential. These individuals are adaptable, flexible, and accepting in nature until a value is threatened.

INTP (Introversion-iNtuition-Thinking-Perceiving)

Individuals with this type of personality develop logical explanations for everything that interests them. They are theoretical and abstract in nature, interested more in ideas than in social communication. They are silent, contained, flexible, and adaptable. These individuals have unusual ability to focus in depth to solve issues in their area of interest. They are skeptical, sometimes can be critical, and are always analytical.

ESTP (Extroversion-Sensing-Thinking-Perceiving)

Individuals with this type of personality are flexible and tolerant; they take a pragmatic approach determined on getting immediate results. Theories and conceptual elaborations bore them - they want to act energetically to solve the problem. They focus on the here-and-now, are active, spontaneous, and enjoy each moment. These type of individuals enjoy materialistic comfort and style. They learn only through doing.

ESFP (Extroversion-Sensing-Feeling-Perceiving)

Individuals with this type of personality are outgoing, friendly, free and accepting in nature. Enthusiastic lovers of life, people, and material comforts. They love working with others to make things happen. Bring shared sense and a realistic approach to their work, and make work fun. They are flexible and spontaneous, adapt readily to new people and surroundings. They learn best by trying new skills with other people.

ENFP (Extroversion-iNtuition-Feeling-Perceiving)

Individuals with this type of personality are warmly active and imaginative. They perceive life as full of happenings. Make links between events and information very quickly, and confidently proceed based on the patterns they

see. They want a lot of confirmation from others, and readily give appreciation and support. These individuals are spontaneous and flexible, often depend on their ability to improvise and their verbal fluency.

ENTP (Extroversion-iNtuition-Thinking-Perceiving)

Individuals with this type of personality are quick, smart, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging issues. They are adept at generating conceptual possibilities and then testing them strategically. They are also good at reading people. Bored by daily routine, these individuals will seldom do the same thing the same way, and apt to turn to one new interest after another.

ESTJ (Extroversion-Sensing-Thinking-Judging)

Individuals with this type of personality are practical, realistic, logical, and matter-of-fact. They are decisive in nature and quickly move to execute decisions. They organize projects and people to get things done, target on getting results in the most efficient way possible. They like to maintain routine details, have a clear set of logical standards, systematically follow them and expect others to do so too. They are forceful in executing their plans.

ESFJ (Extroversion-Sensing-Feeling-Judging)

Individuals with this type of personality are warmhearted, careful, and cooperative. They want harmony in their surrounding and work with determination to establish it. They like to work with others to complete work accurately and on time. They are loyal and tend to follow thoroughly even in small matters. They want to be appreciated for who they are and for their contribution.

ENFJ (Extroversion-iNtuition-Feeling-Judging)

Individuals with this type of personality are warm, empathetic, responsive, active and responsible. They are highly sensitive to the emotions, needs, and motivations of others. They find potential in everyone and want to help others act according to their potential. Often these type of individuals act as catalysts for a person's or group's growth. They are loyal, active to praise and criticism. They are sociable and provide inspiring leadership.

ENTJ (Extroversion-iNtuition-Thinking-Judging)

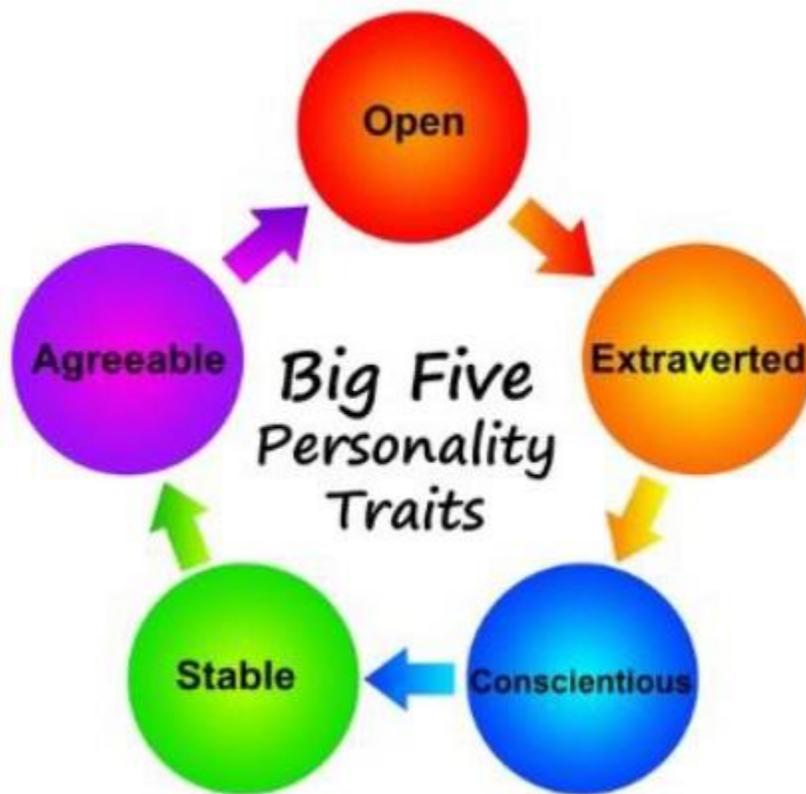
Individuals with this type of personality are frank, decisive, smart, and assume leadership readily. They quickly see illogical and inefficient steps and policies, and efficiently develop and implement comprehensive systems to

solve organizational problems. They enjoy long-term planning, are usually well informed, updated, well read, enjoy expanding their knowledge and passing it on to others. They are forceful in presenting their ideas and views.

These are the 16 different personality types in which an individual can be grouped into and we can learn about a person.

Big-Five Personality Model

The big five personality model identifies five types of personalities and every individual falls into at least one of these types.



Openness to Experience

Openness flashes the level of intellectual curiosity, creativity and a preference for novelty and variety within a person. It can also be elaborated as the scope to which an individual is imaginative or independent, and portrays a personal preference for a variety of activities over a scheduled routine.

Some debate may occur regarding how to interpret the openness factor, which is also known as "intellect" rather than openness to experience.

It includes inventiveness or curiousness in contrast to consistency or cautiousness. Appreciation for positive arts, emotions, inventions, adventure, unusual ideas, curiosity, and variety of experience is invited.

It is basically the extent to which an individual is original, has immense interests, and willingly takes risk.

Conscientiousness

It is the tendency of being standardized, steady, self-disciplined, acting dutifully, focusing on achieving goals, and prioritizing planned instead of spontaneous behavior. It contrasts efficient or organized behavior with easy-going or careless behavior.

It is the level to which a person is careful, cautious, and honest.

Extraversion

Positive energy, positive emotions, confidence, sociability and the tendency to explore stimulation in the organization with others, and talkativeness is extraversion. It contradicts outgoing or energetic behavior with solitary or reserved behavior.

Experiencing positive emotional states and feeling good about oneself and the world around one is extraversion.

Agreeableness

Agreeableness is the tendency of being compassionate and cooperative instead of suspicious and antagonistic towards each other. It is a method of measuring one's trusting and helpful nature, and whether a person has a bad temper or not.

It distinguishes friendliness or compassionate with analytical or detached nature. In simple words, it is the tendency to get along well with others.

Emotional Stability

It contradicts sensitive or nervous nature with secure or confident one. Being bias towards experiencing unpleasant emotions easily, like anger, anxiety, depression, negativity and vulnerability. Neuroticism credits the degree of emotional stability and impulse control, and is frequently known by its low pole, emotional stability.

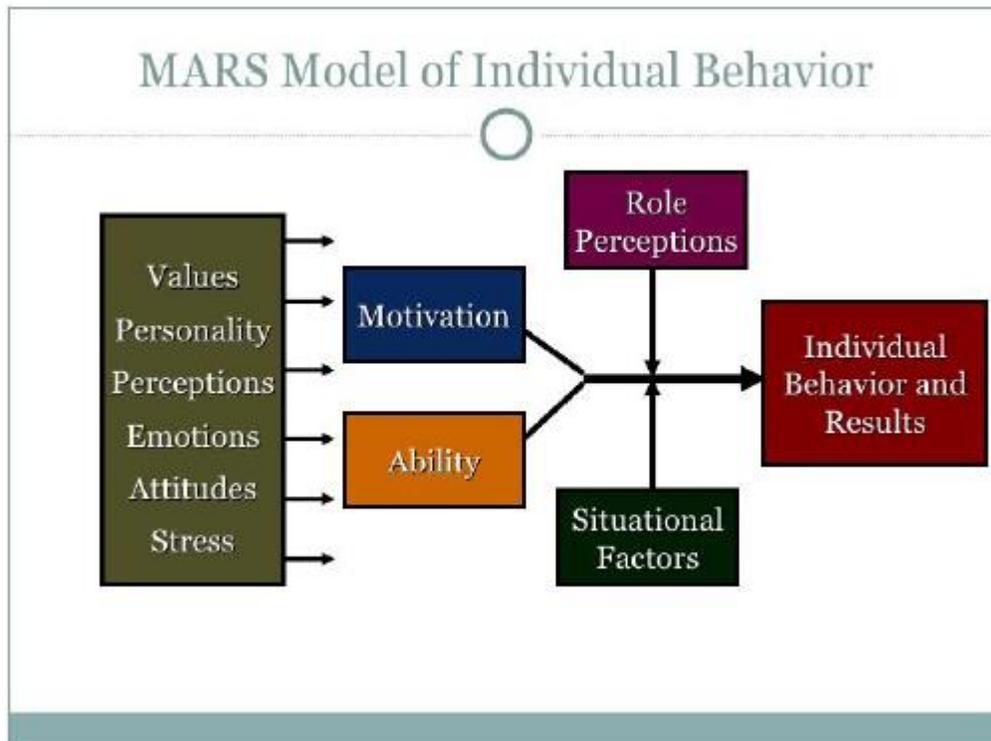
The tendency to sense negative emotional states and see oneself and the world around one negatively.

Mars Model of Individual Behavior

MARS model of individual behavior is a model that seeks to elaborate individual behavior as a result of internal and external factors or influences combined together. The name itself is an acronym for individual Motivation, Abilities, Role Perception and Situational Factors.

These are marked as the four major factors in determining individual behavior and results. The model can be implemented to a variety of situations, but is usually applied in Management, Industrial Psychology or Organizational Behavior studies. This model represents that these four factors have a mixed effect on individual performance. If any factor weakens, performance will decrease.

Say for example, passionate salespeople who understand their duties and have enough resources will not perform their jobs well if they lack sufficient knowledge and sales skill. Therefore, the Container Store and other enterprises that excel in customer service pay attention to all four factors in the MARS model.



Motivation

Motivation can be described as internal forces that impact the direction, intensity, and endurance of a person's voluntary choice of behavior. It consists of –

- **Direction** – focused by goals.
- **Intensity** – bulk of effort allocated.
- **Persistence** – amount of time taken for the effort to be exerted.

For example – A team leader encourages team members to work efficiently.

Ability

Ability is the natural tendency and learned capabilities needed to complete a task successfully. It has four different parts namely –

- **Aptitudes** – natural talent that helps people learn more efficiently and perform effectively.
- **Learned capabilities** – accomplished skills and knowledge.
- **Competencies** – abilities, individual values, personality traits and other features of people that result in superior performance.
- **Person-job fit** – there are three ways to match people with jobs
 - selecting qualified people
 - developing employee abilities through training
 - redesigning job to fit person's existing abilities

For example – Rohan completes a task in 4 days while the time allotted was 6 days. He has the ability to complete it before the required time frame.

Role Perceptions

They are the beliefs about what behavior is necessary to achieve the desired results, and have a check that everyone is clear regarding their part. It is of four types –

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

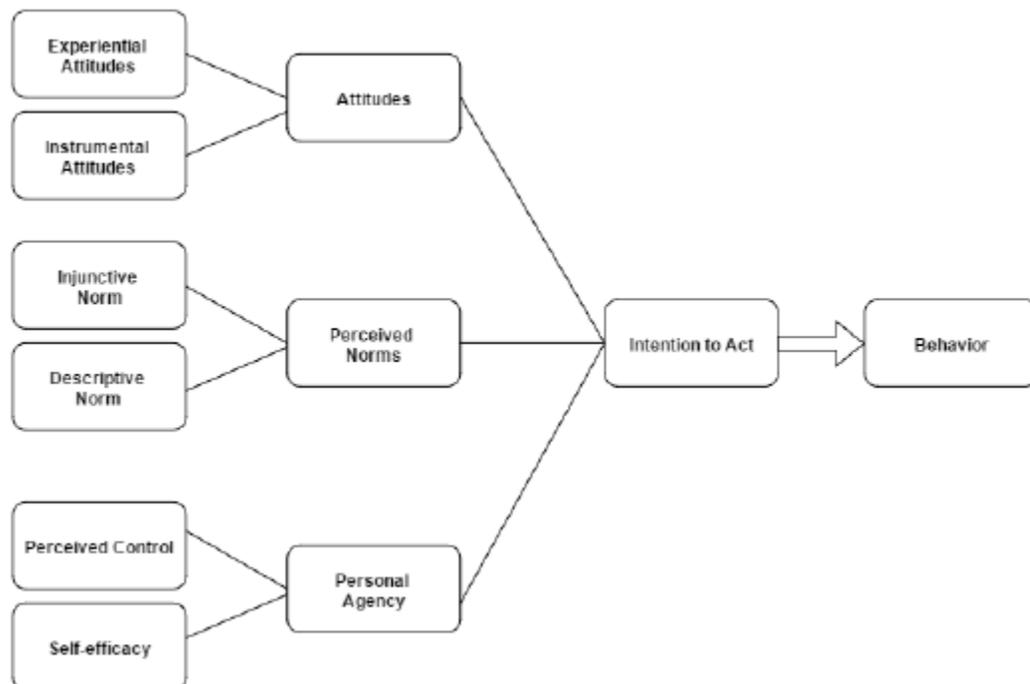
For example – Every member in a group is clear regarding the part allotted to them. For instance, the programmer writes the code and the tester checks it.

Situational Factors

They are the environmental conditions like given time bound, team members, budget, and work facilities that limits or facilitates behavior. Factors that are beyond the individual's control in the short run.

Integrated Individual Behavior Model

Integrated individual behavior model helps in taking a decision in order to perform a task efficiently. It analyzes a person's **intention to act** by studying three parameters– Attitudes, Perceived Norms, and Personal Agency.



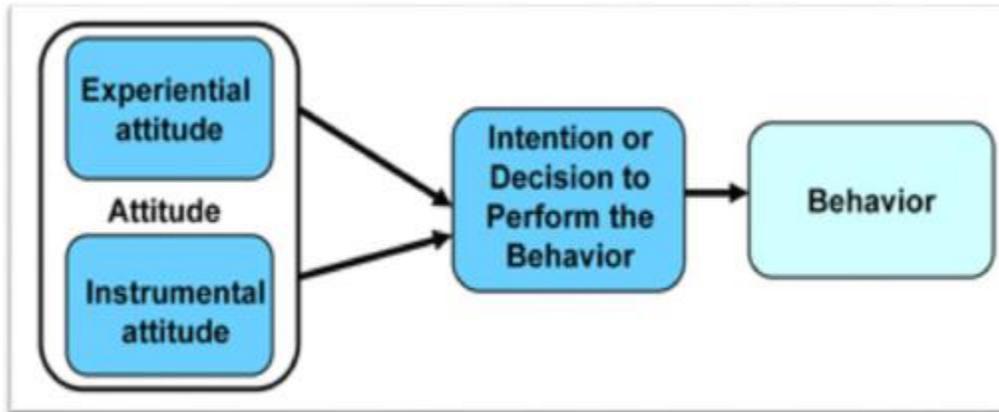
Attitudes

Attitude invokes an individual's overall promising or unpromising perception towards a behavior consisting of affective and cognitive dimensions. Attitude is again of two types –

- Experiential attitude
- Instrumental attitude

Experiential attitude (affective attitude) is the emotional reaction of an individual towards the idea of performing the behavior.

Instrumental attitude (cognitive attitude) is determined by the beliefs regarding the results of behavior.



Perceived Norm

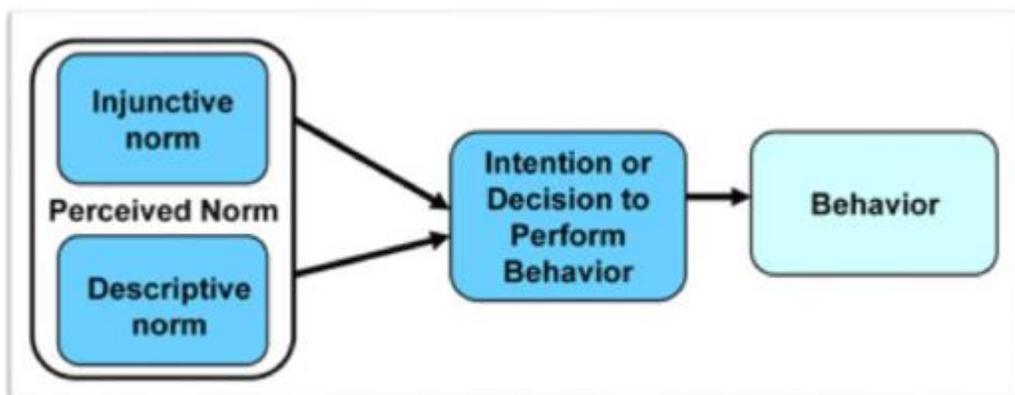
Perceived norm directs towards the social pressure one feels to achieve or abstain from a particular behavior.

Perceived norms are grouped into two categories –

- Injunctive norm
- Descriptive norm

Injunctive norm (like the subjective norm) hints to normative beliefs regarding what others think one should do and encouragement to comply.

Descriptive norm indicates to perceptions about what others in one's social or personal connections are up to. They are meant to capture situations where there is strong social identity.



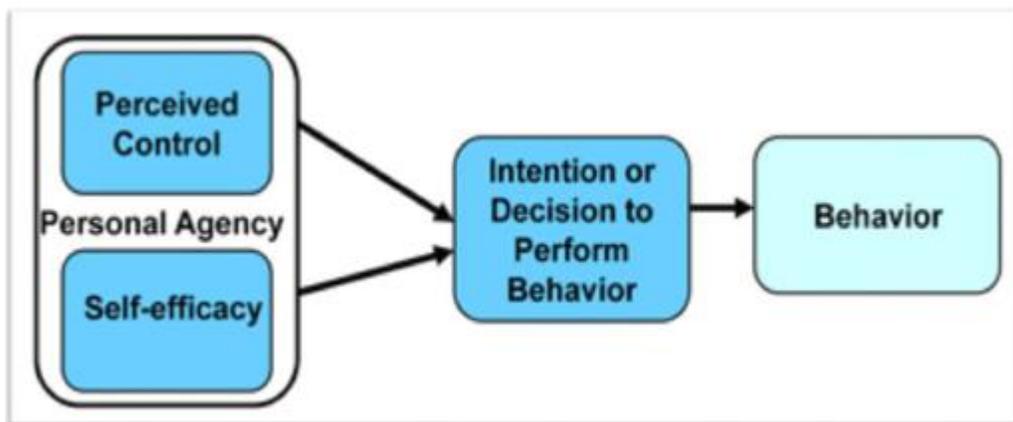
Personal Agency

Personal agency hints to individual's ability to originate and direct actions for given purposes. It is divided into two parts –

- Self-efficacy
- Perceived control

Self-efficacy is an individual's belief in his/her effectiveness in performing the tasks assigned as well presenting their actual skill.

Perceived control is an individual's perceived amount of control over behavioral conduct. It is resolved by control beliefs. Say for example, an individual's perception of the degree to which various environmental factors make it easy or difficult to perform a behavior.



This is the final model we design by combining all the parts seen earlier. This model concludes that behavior is based upon the decision one makes along with the current information about the situation, behavior, habit and environmental constraints. These are further dependent on attitude, norms and personal agency, and a result of other factors like our beliefs.

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists.

A theoretical framework consists of concepts and, together with their definitions and reference to relevant scholarly literature, existing theory that is used for your particular study. The theoretical framework must demonstrate an understanding of theories and concepts that are relevant to the topic of your research paper and that relate to the broader areas of knowledge being considered.

The theoretical framework is most often not something readily found within the literature. You must review course readings and pertinent research studies for theories and analytic models that are relevant to the research problem you are investigating. The selection of a theory should depend on its appropriateness, ease of application, and explanatory power.

The theoretical framework strengthens the study in the following ways:

1. An explicit statement of theoretical assumptions permits the reader to evaluate them critically.
2. The theoretical framework connects the researcher to existing knowledge. Guided by a relevant theory, you are given a basis for your hypotheses and choice of research methods.
3. Articulating the theoretical assumptions of a research study forces you to address questions of why and how. It permits you to intellectually transition from simply describing a phenomenon you have observed to generalizing about various aspects of that phenomenon.
4. Having a theory helps you identify the limits to those generalizations. A theoretical framework specifies which key variables influence a phenomenon of interest and highlights the need to examine how those key variables might differ and under what circumstances.

I. Developing the Framework

Here are some strategies to develop of an effective theoretical framework:

1. **Examine your thesis title and research problem.** The research problem anchors your entire study and forms the basis from which you construct your theoretical framework.
2. **Brainstorm about what you consider to be the key variables in your research.** Answer the question, "What factors contribute to the presumed effect?"
3. **Review related literature** to find how scholars have addressed your research problem. Identify the assumptions from which the author(s) addressed the problem.
4. **List the constructs and variables** that might be relevant to your study. Group these variables into independent and dependent categories.
5. **Review key social science theories** that are introduced to you in your course readings and choose the theory that can best explain the relationships between the key variables in your study [note the *Writing Tip* on this page].
6. **Discuss the assumptions or propositions** of this theory and point out their relevance to your research.

II. Purpose

Think of theories as the conceptual basis for understanding, analyzing, and designing ways to investigate relationships within social systems. To that end, the following roles served by a theory can help guide the development of your framework.

- Means by which new research data can be interpreted and coded for future use,
- Response to new problems that have no previously identified solutions strategy,
- Means for identifying and defining research problems,
- Means for prescribing or evaluating solutions to research problems,
- Ways of discerning certain facts among the accumulated knowledge that are important and which facts are not,
- Means of giving old data new interpretations and new meaning,
- Means by which to identify important new issues and prescribe the most critical research questions that need to be answered to maximize understanding of the issue,
- Means of providing members of a professional discipline with a common language and a frame of reference for defining the boundaries of their profession, and
- Means to guide and inform research so that it can, in turn, guide research efforts and improve professional practice.

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Organisational Behaviour – Limitations

OB is a subject or a behavioural discussion in organisations. The behavioural aspects are mainly concerned with, cognitive, behaviouristic and social cognitive frameworks. In the process of making people to adapt themselves to organisational situations and work as per the set rules and procedure, many problems crop up. Particularly cognitive aspects (mental processes in terms of perception attitude, emotion, values, etc.) put an individual in a dilemma while taking decision and performing the right task. Many a time, sound decisions are not taken resulting in low productivity.

Cognitive approach provides only conceptual aspects to study the human behaviour at work, Behaviouristic aspects direct the individual or the group to work according to observed behaviours. The experiments conducted by Pavlov, Watson and others provide a base to work on observations rather than cognitive approach which is based on elusive mental analysis. The experiments of Ivan Pavlov and Jhon. B. Watson provided the observed behaviour model, which is very prominent in

behavioural analysis, viz., “Stimulus-Response” model, popularly known as S-R model.

Based on this basic model, B. F. Skinner further analysed the S-R model through his “operant conditioning” experiments and said that “consequence” of a response will exhibit an improved behaviour over S-R approach and the model of Skinner is popularly called “R-S Model”. According to this model, behaviour is influenced by its contingent environmental consequences.

In spite of these two approaches, viz., cognitive and behavioural approaches, which are mechanistic and deterministic respectively, the recent thinkers and researchers such as Albert Bandura said these two approaches independently provide one dimension or the other of behaviour. They opined that an integrated approach has to be taken to understand behaviour. They projected “social learning” concept as a vital aspect of behaviour. According to this approach, a complex behaviour is acquired by directly observing and imitating others in the surrounding environment.

This theory popularised as “social cognitive theory” by Bandura and other modern researchers.

Social cognitive theory considers basic human capabilities such as “symbolising” (converting visual experiences of employees into cognitive models which act as guide for future actions), “Forethought” (employees plan their actions, anticipate the consequence and decide the level of performance), “observational” (employees learn by observing co-workers, their higher-ups, good performances of counterparts in other identical organisations and from their own previous experiences), “Self-regulatory” (adapting self-control measures) and “Self-reflective” (making a self-assessment of their actions and perceptually determine how strongly they believe that they can successfully accomplish the task in future in a given situation).

It is also called “Cognitive Social Learning Theory”. Still many researches are going on, on behavioural aspects. The limitation of this subject is that in real time operations, no one model cannot be confidently applied to behavioural aspects of employees. All the theories can guide the people to take decisions on behavioural aspects. Behavioural aspect mainly being psychological and social phenomena, only contingency approach has to be taken in a given situation.

Whether it is group or individual behaviour, they are mainly directed by mental process of the person and social system in which one works, in a given situation. Thus, the limitation of OB is that it cannot be standardised and is subjected to change as situation changes. It also changes as per the perceptions of the group or individual in a given situation.