Unit 3 -Personality and work stress

Personality: Some Terms

Personality: a person's internally based characteristic way of acting and thinking

Characters(लक्षणे): Personal characteristics that have been judged or evaluated

Nature(मनुष्याच्या कृतीतून दिसणारा स्वभाव):Hereditary characteristics of personality, including sensitivity(संवेदनशीलता), moods, irritability(चिडचिड).

Personality Trait(स्वभाववैशिट्य/विशेषगुण): Stable qualities that a person shows in most situations   **Personality Type**: People who have several traits in common

Example of Personality Type:
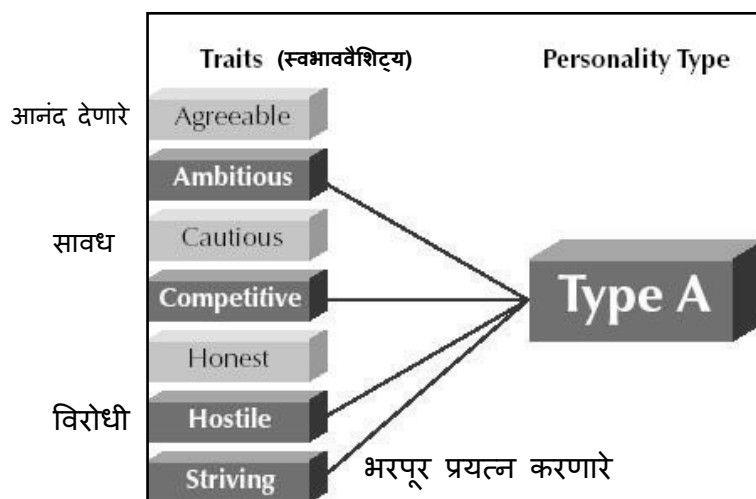
Personality: Introduction or meaning

Man is not born a person. At birth he/she is child or baby possessing ability to become a person. After birth he associates with otherhuman beings and influences(परिणाम चांगले व वाईट)   of their culture. As a resultof a variety of experiences and social influences he becomes a person andpossess a personality.Since socialization plays the most importantpart in the development of personality. The term 'personality' is derived from the Latin word 'persona' whichmeans a mask.

Definitionsofpersonality

Robert E. Park and Earnest W. Burgess:personality is "thesum and organisation of those traits(स्वभाववैशिट्य/विशेषगुण) which determine the role(image) of theindividual in the group."

<u>K. Young</u>: "Personality is apatternedbody of habits, traits, attitudes and ideas of an individual.Theseallorganizedand related withroles and status externally and also related with motivation, goals, and various aspects(sides) of self-thinking,internally.

<u>G. W. Allport</u>defined as "a person's pattern of habits, attitudes, and traits whichshows his adjustment to his environment."<u>According to Lundberg and others,</u> "The term personality meanshabits, attitudes, and other social traits that are characteristic of individual's behaviour."

व्यक्तिमत्व म्हणजे एखाद्या <u>व्यक्तीच्या वर्तनाचे गुणधर्म</u>,ज्याच्यामध्ये **स्वभाववैशिट्य/विशेषगुण,सवय,दृष्टीकोन** या बाबी येतात.

personality is the **sum of the ideas, attitudes and values of a person**which showshis role in society and form anintegral part of hischaracter.

व्यक्तिमत्व म्हणजे **एखाद्या व्यक्तीच्या एखाद्या गोष्टीबद्दल कल्पना, दृष्टीकोन,सवय, आणि मुल्ये या सर्वांच अस एकत्रीकरण, कि ज्याच्यामुळे त्या व्यक्तीची समाजामधील भूमिका(व्यक्ती नेमकी कोण आहे) दिसून येते.आणि त्या व्यक्तीचेमन, शरीर(**integral part**)त्याच्या गुणधर्माने तयार होतात.**

There is no specific definationofpersonality.व्यक्तिमत्वाची एकच विशिष्ट अशी व्याख्या नाही

To sum up we would say that:

(1) Personality is not related to bodily structure alone. It includes bothstructure and dynamicsofmind

(2) Personality is an indivisible unit.

(3) Personality is neither good nor bad.

(4) Personality is not a mysteriousphenomenon.

(5) Every personality is unique.

(6) Personality refers to persistent qualities of the individual. Itexpresses consistency and regularly.

(7) Personality is acquired.

(8) Personality is influenced by social interaction. It is defined in termsof behavior.

<u>Trait theory :**A big five model introduction**:there are 4 Types of Personality Theories</u>

1.Trait Theories: Attempt to learn what traits make up personality and how they relate to actual behavior **2.Psychodynamic Theories**: Focus on the inner workings of personality, especially internal conflicts and struggles.**3.Humanistic Theories**: Focus on private, subjective experience and personal growth.**4.Social-Cognitive Theories**: Attribute difference in personality to socialization, expectations, and mental processes

Trait theory: westudywhat traits make up personality and how they related to actual behavior.**Trait Theory** मध्ये कोणकोणते traits(स्वभाववैशिट्य/विशेषगुण) व्यक्तिमत्व घडवतात आणि ते traits(स्वभाववैशिट्य/विशेषगुण) कसे वर्तनाशी संबंधित असतात याचा अभ्यास करतो. In Trait Theory – we understand individuals by breaking down behavior into observable traits.**Trait theory** also


1 Extroversion
2 Agreeableness
3 Conscientiousness
4 Neuroticism
5 Openness to experience
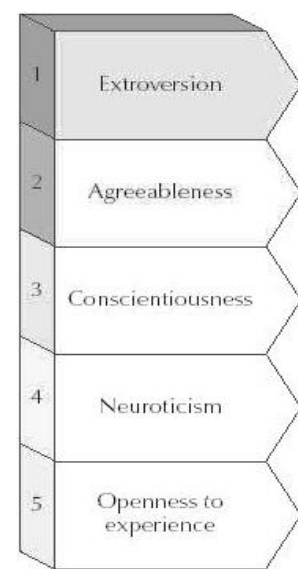
called **dispositionaltheory**, is an approach to the study of human personality.Trait theorists are primarily interested in the measurement of *traits.*According to this **trait theory**, traits are relatively stable over time, differ acrossindividuals and influence behavior. (e.g. some people are outgoing whereas others are shy)

Trait theory :is a big five model consist of Big 5 Aspects of Personality are as **below,**

1. Extroversion
2. Agreeable
3. Conscientiousness
4. Neuroticism
5. Openness

Each of these 5 personality traits describes, The frequency or intensity of a person'sfeelings, thoughts, or behaviors relative to other people.Everyone possesses all 5 of these traits to a greater or lesser degree.

Extroversion : Extraverts enjoy being with people, are full of energy, and often experience

1	Extroversion	Loner	Joiner
		Quiet	Talkative
		Passive	Active
		Reserved	Affectionate
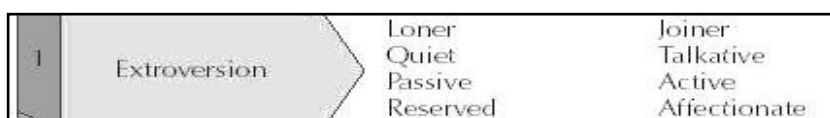
positive emotions. They tend to be excited, actionoriented, individuals who are likely to say "Yes!" or "Let's go!" to opportunities for excitement. In groups they like to talk, assert(ठामपणे मत मांडणे) themselves, and draw attention to themselves.**Introverts** lack the excitement, energy, and activity levels of extroverts. They tend to be quiet, loner, slow, anddisconnected from the social world. Their lack of social involvement should not be interpreted as shyness or depression.the introvert simply needs less motivation than an extrovert and prefers to be alone. The independence and reserve of the introvert is sometimes mistaken as unfriendliness or egotism.

Agreeableness:Agreeableness concern with cooperation and social harmony.(सुसंवाद)

Agreeableness	Disagreeable
Trusting	suspicious
Lenient(दयाळू)	Severe(कडक शिस्तीचा)
Soft-hearted	Ruthless निर्दयी
Goodnatured	irritable
friendly	unfriendly

along	compromise their interests with others	Notcompromise their interests with others

**Agreeable**individuals value getting with others. They are therefore considerate, friendly, generous, helpful, and willing to compromise their interests with others'. Agreeable people also have an optimistic view of human nature. They believe people are basically honest, decent, and trustworthy.Agreeableness is obviously advantageous for achieving and maintaining popularity. Agreeable people are better liked than disagreeable people.**Disagreeable** individuals place self-interest above getting along with others. They are generally unconcerned with others' well being, and therefore are unlikely to extend themselves for other people. Sometimes their doubt about others' makes them to be suspicious, unfriendly, and uncooperative. On the other hand, agreeableness is not useful in situations that require tough or absolute objective decisions. Disagreeable people can make excellent scientists, critics, or soldiers.
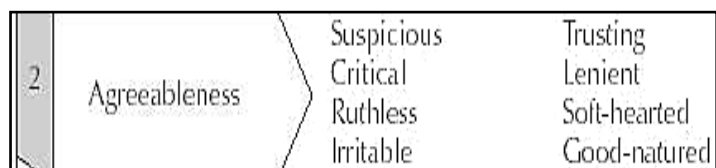
Conscientiousness:Conscientiousness concerns the way in which we control, regulate, and direct our desires. Desires are notnaturally bad; occasionally time constraints require an instant decision, and acting on our first desire can be aneffective response.Desiring individuals feels interesting to others, fun to be with, and zany.However, acting on desire can lead to trouble in a number of ways. Some desires are harmful.Uncontrolled harmful acts not only harm other members of society, but also can result in payback toward the criminal of such thoughtless acts. Another problem with bad deired acts is that they often produce immediate rewards but undesirable, long term penalties. Examples include excessive socializing that leads to being fired from one's job, doing an insult that causes the breakup of an important relationship, or using pleasure inducing drugs that eventually destroy one's health. Actions of an bad deired person are therefore small,

Conscientious	Unconscientious
Hardworking	Negligent
wellprepared	Unprepared
punctual	Lazy
Conscientious	Unconscientious
regardedby others	failure to staywith others
zany	Not zany
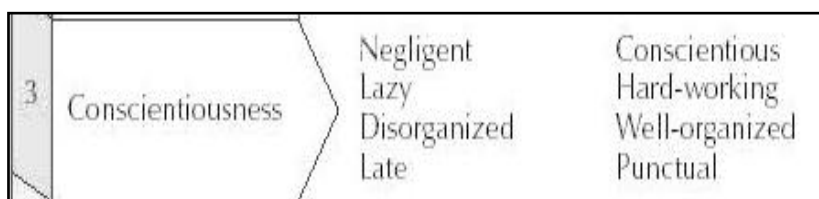
scattered, and inconsistent.

The benefits of high conscientiousness are obvious. Conscientious individuals avoid trouble and achieve high levels of success through purposeful planning and

persistence. They are also positively regarded by others as intelligent and reliable.**Unconscientious** people may be analyzed for their unreliability, lack of ambition, and failure to stay others, but they will experience many short-lived pleasures.

Neuroticism(मनाचा अत्यंत हळुवारपणा)

Neurosis describe a signsmental distress, emotional suffering, and an inability to manage effectively with the normal demands of life.everyone shows some signs ofneurosis.Today neuroticismrefers to the tendency to experience negativefeelings.

Those who score high on Neuroticism may experience primarily one specific negative feeling such as anxiety, anger, or depression, but are likely to experience several of these emotions.People high in neuroticism are emotionally reactive. They respond emotionally to events that would not affect most people, and their reactions tend to be more intense than normal. They are more likely to interpret ordinary situations as threatening, and minor frustrations as hopelessly difficult. Their negative emotional reactions persist for unusually long periods of time, which means they are often in a bad mood. These problems in emotional regulation can diminish a neurotic's ability to think clearly, make decisions, and manage effectively with stress. **individuals who score low in neuroticism** are less easily upset and are less emotionally reactive. They tend to be calm, emotionally stable, and free from persistent negative feelings. Freedom from negative feelings does not mean that low scorers experience a lot of positive feelings.

Neurotic	Non –Neurotic
calm	Worried
Even tempered	Tempermental
comfortable	Self conscious
unemotional	emotional
easily upset	Noteasily upset

Openness (मोकळ्या मनाचा)

Openness describes is aperceptive style forimagination,creation.Openness describes a dimension of cognitive style that distinguishes imaginative, creative people from down to earth, conventional people. **Open people** are intellectually curious, appreciative of

art, and sensitive tobeauty. They tend to be, compared to closed people, more aware of their feelings. Intellectuals typically score high on Openness to Experience; however, Intellect is probably best regarded as one aspect of openness to experience. Scores on Openness to Experience are only modestly related to years of education and scores on standard intelligent tests.**People with low scores on openness** to experience tend to have narrow, common interests. They prefer the plain, straightforward, and obvious over the complex, ambiguous, and understated.**Myers-Briggs type personality theory:**Myers-Briggs Type Indicator (MBTI) is an instrumentmeasuring Jung's theory of individual differences.MBTIBased on Carl Jung's work which is as below,

1. People are fundamentally different
2. People are fundamentally alike
3. People have preference combinations for extraversion/introversion, perception, judgment

Briggs & Myers developed the MBTI to understand individual differences.

Preferences		Represents
Extraversion	Introversion	How one re-energizes
Sensing	Intuiting	How one gathers information
Thinking	Feeling	How one makes decisions
Judging	Perceiving	How one orients to the outer world

Stress

The study of stress is Important in OB because stress is an Independent variable Influencingemployee satisfaction and performance.stress is related with heart disease, a reduction in permanency of workforce.It is compulsory on management to improve quality of life of employees.

Meaning: In simple words stress "means feeling of pressure, while working in the organization.In case of newly recruited employer Stress means psychological pressure

which is mostly the natural thing, when any person has newly joined the group. It is common in case of newly recruited employees in the organization. However, in case of some person it is inborn tendancy.they are always under some psychological pressure in daily life.

Defination: An adaptive(become adjusted to new conditions)response to a situation that seems as challenging or threatening is called as stress. **OR** stress is non-specific response of body to any demand.

SOURCES OF STRESS: There are 4 sources of stress.1.Organizational level stress 2.Individual/personal level stress 3.Group level stress 4.Environmental/Extra organizational level stress. We have to study only 1.Organizational level stressand 2.Individual/personal level stress.

a) Organizational level stress:1) Role Ambiguity 2) Role Conflict 3)Role Overload 4) Role Under load 5) Responsibility for People 6) Lack of Participation 7) Physical Environment Stressors 8) Stressors Intrinsic to the Job

1) Role Ambiguity:A role is a set of activities associated with a certain position in the organization or in society. If these work activities are not defined then the person who is carrying out these activities will not behave as others expect him to because his role is not clearly defined. Thus, when there is no certainty regarding job definitions or job expectations then "people experience role ambiguity. Role ambiguity is particularly strong among managerial jobs where responsibilities are more general. And role definitions and task specifications are not clear. Thusemployee becomes uncertain of what exactly they have to do and exactly whom they-must report.

2) Role Conflict: Role conflict occurs when two or more persons have different and sometimes opposing expectations of given individuals. Thusthe are two or more sets of pressures on the employer. In other words, role conflict occurs 1) when inconsistent demands are simultaneously placed upon an emoloyee.2) inter role conflict where an

employer plays more than one role simultaneously in his life and demand of these roles conflicts with each other.

3)Role Overload: The role overload can occur either when there is too much work to complete in a given time or it is too difficult to accomplish because of lack of skills and ability. Roleoverload occurs when the work requirements are so excessive(अतिप्रमाणात) that employees feel that they do nothave adequate time or ability to meet such requirements.

4) Role Under load: Role under load occurs when a person's ability is underutilizedso that either there is too little work or is too little variety in thework. If a salesman with high inter-personal skills is givena job in a store where there are not too many customers then he will feel that his ability is not being utilised.Role underload leads to excessive absenteeism and such workers show very little interest in organizationactivities. It results in low self-esteem and low job satisfaction.This creates stresswith increased frequency of nervous complaints and symptoms and other health problems**.**

5) Responsibility for People: Any type of responsibility can be a burden upon an individual. For example organisationalresponsibility **like** budgets, equipment and projects can cause stress.

6) Lack of Participation:High role conflict may be created if there are inconsistent demands from superiors(अनेक सुपरवायझर) indifferent situations. Lack of Participationwhere subordinate(सुपरवायझर पदाच्या खाली काम करणारे नोकर)are expected to contribute can result in higher stress.

7) Physical Environment Stressors are also causes of job stress. These factors are **1)Political Factor:**Political factors are likely to cause stress in countries which suffer from political uncertainties as in Iraq**2) Economic Factor:**Economic uncertainties are resulted from changes in the business cycle, When the economy is

narrowing, people become increasingly anxious about their security.**3) Technological Factor**:Technological uncertainties can cause stress as new innovation can make an employee'sskills and experience obsolete in a very short period of time, computers, robotics, automation and other forms oftechnological innovation are a treat to many people and cause them stress**.**

8) Stressors Intrinsic to the Job:The nature of the job itself determines the type and degree of stress which can be induced. Some jobs lead to more stress related toresponse than others. E.g. the jobs as of police officers or air traffic controller are considered as to be stressful.

b) Personal/Individual Factors:Events in personal life cannot be isolated from events in work life. A person with an unhappy family-life seldom expresses a positiveattitude at work. Much of the stress brought about by non-work situations may due **to** dovorce**,** unhappy marriage, death of a loved one, financial difficulties**.**These difficulties are specially stress producers if they are unexpected. Problems at work can producesstr**ess** in personal life.Thus,job stress and life stress are often related.   Time conflict**:**Time required for non-work activities interferes with work**.**E.g., family responsibilities (e.g., caring for sick parents), volunteer work etc. Strain(hurt) conflict**:** Stress from one domain spills into other**.**It occurs because   Relationships, financesproblem, new responsibilities, etc.

Outcomes of Stress: Psychological reactions**,**Physiological reactions**-**High blood pressure, sweatiness, irregular heart beats, confuse,   etc.Behavioural reactions**-** Attempts to manage situation(e.g., shopping, exercise)

Type A and Type B personality:

The Type A personality generally lives at a higher stress level. This is driven by

- They enjoy achievement of goals, with greater enjoyment in achieving of more difficult goals. They are thus constantly working hard to achieve these.

- They find it difficult to stop, even when they have achieved goals.

- They feel the pressure of time, constantly working .

- They are highly competitive and will, if necessary create competition.

- They hate failure and will work hard to avoid it.

- They are generally pretty fit and often well-educated (a result of their anxiety).

Type B

The Type B personality generally lives at a lower stress level and are typically:

- They work steadily, enjoying achievements but not becoming stressed when they are not achieved.
- When faced with competition, they do not mind losing and either enjoy the game or back down.
- They may be creative and enjoy exploring ideas and concepts.
- They are often reflective, thinking about the outer and inner worlds.

PERSON ALI TY TYPES:ANALYSTS

INTJ - "THE ARCHITECT"

(/intj-personality)

Imaginative and strategic thinkers, with a plan for everything.

INTP LOGICIAN"
(/intp-personality)
Innovative inventors with an unquenchable thirst for knowledge.

ENTJ "COMMANDER"
(/entj-personality)
Bold, imaginative and strong-willed leaders, always finding a way - or

ENTP
"THE DEBATER"

making one.

DEBATER"
(/entp-personality)
Smart and curious thinkers who cannot resist an intellectual challenge.

DIPLOMATS

INFJ
"THE ADVOCATE"
(/infj-personality)
Quiet and mystical, yet very inspiring and tireless idealists

THE MEDIATOR"
(/infp-personality)
Poetic, kind and altruistic people, always eager to help a good cause.

ENFJ
"THE PROTAGONIST"

(/enfj-personality)

Charismatic and inspiring leaders, able to mesmerize their listeners.

(/enfp-personality)

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile.

ISTJ "THE LOGISTICIAN" (/istj-personality)

Practical and fact-minded individuals, whose reliability cannot be doubted.

ISFJ
"THE DEFENDER"
(/isfj-personality)
Very dedicated and warm protectors, always ready to defend their loved ones.

ESTJ
"THE EXECUTIVE"
(/estj-personality)
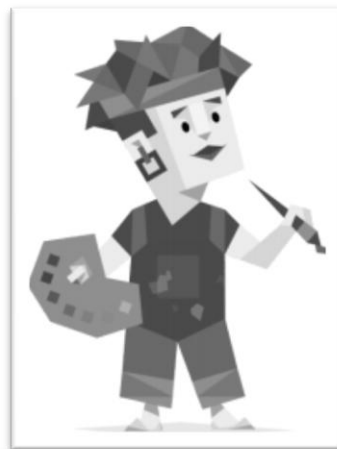Excellent administrators, unsurpassed at managing things - or people.

ESFJ
"THE CONSUL"
(/esfj-personality)
Extraordinarily caring, social and popular
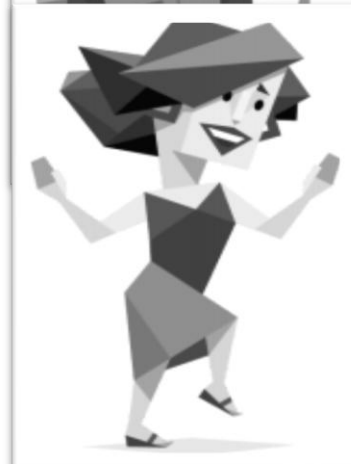
EXPLORERS

ISTP
" VIRTUOSO"

(/istp-personality)
Bold and practical experimenters, masters of all kinds of tools.

ISFP
"ADVENTURER"
(/isfppersonality)
Flexible and charming artists, always ready to explore and experience something new.

ESTP
" ENTREPRENEUR"
(/estp-personality)
Smart, energetic and very perceptive people, who truly enjoy living on the edge.

ESFP
"ENTERTAINER"
(/esfp-personality)
Spontaneous, energetic and

NEGATIVE PERSONALITY	POSITIVE PERSONALITY
1. Reserved	Outgoing
2. Concrete thinking	Abstract thinking
3. Affected by feelings	Emotionally stable
4. Submissive	Dominant
5. Serious	Happy-go-lucky
6. Expedient	Conscientious
7. Shy	Bold
8. Tough-minded	Sensitive
9. Trusting	Suspicious
10. Practical	Imaginative
11. Forthright	Shrewd
12. Self-assured	Apprehensive
13. Conservative	Experimenting
14. Group-dependent	Self-sufficient
15. Undisciplined	Self-controlled
16. Relaxed	Tense

Unit 4 -GROUP BEHAVIOUR AND CONFLICT

What is GROUP?

The concept of group is of sociological origin.

The Meaning of Group: The collection of people cannot be called as GROUP.Groups can be defined in terms of perception,organisation interdependencies, interactions.

Marvin Shaw's Defination of GROUP:'collection of two or more people work with one another regularly to achieve common goals or organizational objectives.'

It means:

1. Simply the presence of the people or individual can not make group

2. The people must interact with each other.

3. They must have a common objectives or goal or target.

Types of Group: The group can be broadly classified into **formal group and Informal group.**

formal group : A formal group is officially selected to serve a specific organization purpose**. Informal group:** The informal group is derived by employers based on their nature interest or personal contact and friendship. Formal groups are further categorized into command groups, task group and committees

The command group is also known as functional group. A command group is relatively permanent and is characterized by functional reporting relationship.Ex. marketing research department or consumer product division or a product assembly team, **Task groups** are relatively temporary in nature and created to solve a problem or perform a defined task. Once the task is over the group may be dissolved.

Types of Group

From the sociological point of view the groups can be divided into many categories. All these categories are not important in management or organizational perspective. When we talk about the group, basically it is a small group. The group can be broadly classifiedinto **formal and informal.** A formal group is officially designated to serve a specie organization purpose. Whereas the informal group is the product of natural functions in the work environment based upon interest or personal contact and friendship.

An example in the work unit headed by a manager and consists of one or more groups. The organization creates such a group to perform a specific task which typically involves the use of resources to create product such as a report, decision, service or commodity. The head of the group is responsible for the performance and all group members contribute it. The head will act as a linking pin between other departments.

Formal groups are further categorized into command groups, task group and committees. The command group is also known as functional group. A command group is relatively permanent and is characterized by functional reporting relationship, such as supervisor or group manager. The presence of the command group can be seen in the organizational structure charts as departments often called as marketing research department or consumer product division or a product assembly team, etc.

Task groups are relatively temporary in nature and created to solve a problem or perform a defined task. Once the task is over the group may be dissolved. Task forces are generated in many organizations as cross-functional teams to solve special problems may be installing a e-mail system or introducing a new product modification.

Virtual Groups

Virtual Groups are new type of groups which is emerging in many work places. The virtual groups are created by the advent of information technology. The members of a group work together electronically via network computers. It is also called computer assisted group or electronic meeting. Due to the internet and intranet environment in the organization many organizations are creating virtual groups in decision making and problem solving process. Team oriented software, or GroupWare provides quick and more efficient decision making process. In this process team members may be from the same organization and multiple organizations.

Informal Groups

Informal Groups emerge without being officially designated by the organization. They form on the basis of personal relationships or special interest. Within the formal group there can exist an informal groups. An MB A class is a formal group but the cricket team or cultural group created by the students informal group. This type of group is neither formally structured nor organizationally determined. Further informal groups can be classified into **friendship group and interest group.** A friendship group is formed on the basis of one or more common characteristics. They tend to work together sit together, take breaks together and even do things together even outside work place.

Interest groups consist of persons who share common interest. This could be job-relatedinterest or non-work interest such as community services, sports culture or even religion.

The Dynamics of Group Formation The reasons behind the group formation are more of systematic rather than rand Classical Social psychologists have explained that people come together because proximity. In an organization same supervisor, subordinates, managers form a group rather than people away from them. Some theories suggest that, the group formation is based activities, interaction and sentiments. Yet another theory suggests that group formation? based on motivation such as security, status, self-esteem, affiliation, power and on achievement

New comb's balance theory of group formation suggests that - persons are attracted to one another on the basis of similar attitude towards commonly relevant objects goals.
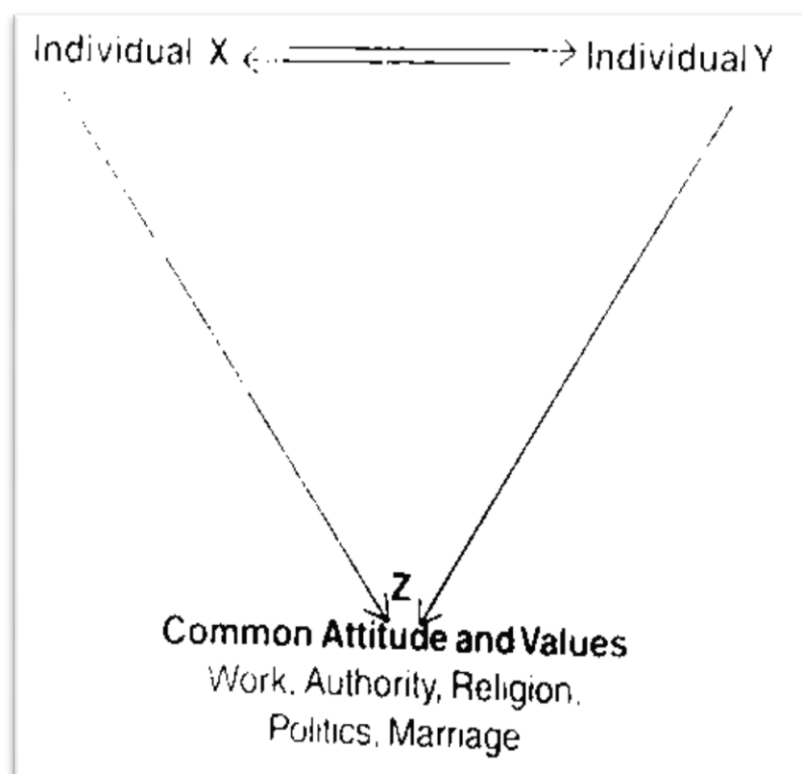
This theory states that X will attract to Y on the basis of Z which is common attitudes and values.

STAGES OF GROUP FORMATION(TEAM BUILDING)

FORMING ⇨ STORMING ⇨ NORMING ⇨ PERFORMING ⇨ ADJOURNING

Forming: The first stage is forming and related with uncertainity greatly.Very often they focus on defining,understanding group objectives or purpose of team.There will be doubts, interruption regarding purpose,motivation,leadership.

Storming: The storming stage is characterized by conflicts over work behaviour.The question often asked who is responsible for what ? There will be a conflict over who will control the group. Competition over leadership role and conflict over goals may dominate this stage. Managing this stage is very important.

Norming: In this stage members begin to settle into co-operation and collaboration. Theyhave a feeling of oneness and the team experiences high cohesiveness. The work behaviours at the norming stage evolve into a sharing information, and positive attempts to make decisions that may require compromise. The social behaviours focus on empathy, concern and positive expressions of feelings.

Performing: This is the stage where the group is fully functioning and devoted to efiecnveiy accomplishing the tasks agreed on in the previous stage. Here the team members show their efficiency and effectiveness.The role behaviours of each members are accepted mutually.

Adjourning:This stage is the last stage of a team.The termination of work behaviour may occur in this stage. However, the parent group continues to remain.The adjourning stage of group development is especially important for the many temporary groups such as task forces, committees, project teams and like.The team may not concentrate on high performance. The attention is diverted toward closing activities. Some members may talk on their achievements others may talk about the loss of friendship gained during the team work.

The group has many advantages. They are-

Quality of Decisions: The quality of decisions is superior in nature because large number of ideas have been generated through group approach. Group can be used as an effective problem solving tool. Groups have greater information available with them because the varied experience of the group members.

Support for Decisions: One of the important by - product of face-to-face group meeting is that people who participate in making a decision feel more strongly motivated to accept it and carry it out. Not only group members but also the superiors, associates are likely to accept and implement group decisions. More information and more problem solving approach.**Group can bring more information and more problem solving approach. It leads to better decision.**

Increased Participation: Group means more participation by group members. The particinaiinyuup members to act. Some individuals are passive but participation ml responsibility. Participation also increases the interactive skills of member

Effective team works (need of best performance)

Performance of groups is influenced by certain factors. The effectiveness of group depends upon how formal group and informal group work together to complete goal of organization. High performing organization is an interesting area of research; such organization can be created by high performing groups. Factors influencing group performance are as below,

Group Composition(Groupतयार करणे)

Group composition is described as homogeneity and heterogeneity of groups. Group composition basically determines the group productivity.When profiles of members are same then it is Homogeneous group. When group members are not same by age, experience, technicalknowledge, culturalnorms, language,nationality are differentthenit is heterogeneous group. A manager cannot alter the basic personality of the group members. Therefore, attempts to influence their behavioral roles in a team or groupare more useful.A homogeneous group is more productive when task is simple, co-operatively done.Heterogeneous group is productive when the task is complex and requires creative effort.

Groups Norms: All groups have established norms. It is an accepted standard of behavior shared by all group members. Thus, norms determine the behavior expected in certain situation without norms, the activities in a group would be chaotic.

Social norms regulate the relationships between individual in groups, in fact they are guides to behavior on a number of issues rangingfrom has tasks are done and level of output to appropriate level of tardiness. Norms result from the combination ofmember personality characteristics, the situation, the task and the historical background of the group.

Leadership: Leadership will play an important criteria in performance of group. Leader should be able to bring high cohesiveness among the group members. The members must be attracted towards group performance.

Size: The size of the group has some bearing on its performance Smaller the group, the

performance effectiveness will be better. But it is also debatable what normal size of group is? Once again the task before the group is a criteria for the performance. If the goal of a group is fact- finding, larger groups shall be more effective, on the other hand, smaller the groups are better at doing something productive with that inputs. Groups of approximately seven members tend to be more effective for taking action. In ofgroup the potential influence of any individual is limited, but it is said that groups with more,members tend to produce more ideas and seem to be better at problem solving thansmaller groups. Interactions and communications are more formalized in larger groups.

Knowledge, Skills and Personality of Group members

Performance largely depends upon the quality of people in group.The connection between innovation and group structure was established. Innovation has the ability to generate and implement new ideas. Innovation or creative ideas are required to cope up with new technological change or work practices.

Clubbing the group members together has some contingency effect.Student of management should understand that when high performing members clubbed with high performance members the outcome was better than low and low performing members

Clubbedtogether: Certain personality profile of group members do have certain influence on group performance. Authoritarianism, dominating, personality has a negative influence on group performance, whereas flexibility, sociality, initiative, openness, proactive approach have a positive influence on group performance.

Goals, Rewards

Appropriate goals, well established reward systems can also influence long term performance of a group. Group performance can suffer just like individual performance when goals are unclear, Reward system is a key factor in group performance Compensation package need to be at par with or even better than industry norms

Technology and Resources

Technology is an impetus for group performance. Organizations must provide right technology for the task at hand. Availability of resources influences group performance.

CONFLICT

Conflict is an inherent part of functioning of any group of persons or organization. Conflicts have positive or negative effects on the organization. Conflict management has, therefore, become a more important job of a manager in modern times.

Definitions of Conflict

1. **John W. Newstorm and Keith Davis:**"Conflict is any situation in which two or more parties feel themselves in opposition.
2. **Stephen P. Robbins:**"Conflict is a process that begins when one party perceives that another party has negatively affected or is about to negatively affect something that the first party cares about."

   <u>**Characteristics of Conflict:**</u>From the analysis of the above definitions certain characteristics of conflict maybe derived as follows

   1. Conflicts arise at different levels - individual, group and organization
   2. Conflicts are caused by disagreement between the persons/groups over the ways of attainment of goals, sharing of resources and the roles to be played.
   3. Conflicts have positive and negative effects.
   4. Conflict management includes both conflict resolving and stimulating techniques.

      <u>**Traditional and Modern Approaches to Conflict**</u>

Approach to conflict has changed over a period of time. This approach may be classified into-Traditional approach and Modern approach.

A)Traditional Approach

1 The traditional approach to conflict is that all conflict is bad and it must be avoided.

2. It is harmful to the organization.

3 The conflict was viewed negatively and was used synonymously with terms like violence, destruction and irrationality. The traditional approach prevailed during the 1930's and 1940's and was in consistent with the attitudes and views about group behavior prevailing then

4.It was regarded that poor communication, lack of openness, distrust between people and failure of managers to respond to the needs and aspirations of their employees caused conflict in the organization.

5.The managers should look at the behaviour of trouble makers, find out the cause of the conflict and correct them to improve the group and organizational performance.

B) Modern Approach

The modern approach to conflict is that conflict is natural and inevitable outcome in the organization and it may not be bad. Stephen Robbins calls this approach as human relations view. This view prevailed from the late 1940's to the mid 1970's. The human relations school advocated the acceptance of conflict. They rationalized its existence and felt that conflict need not be bad and it may benefit the organization. The conflict cannot be eliminated totally.

There is a further change in the modern approach from 1970's. Stephen Robbins calls it as interactionist view. The interactionist view is based on the belief that conflict is no only positive force in a group but some conflict is absolutely necessary for a group to function effectively. The interactionist approach encourages conflict. It is required for change and innovation. It states that the managers should stimulate conflict and maintain continuously a minimum level of conflict to keep the organizations viable, self-critical and responsive to change, otherwise they will become static. Ie.transitions in conflict thought can be presented in table below

1.Traditional Approach	Conflict is bad and must be avoided.
2. Human Relation Approach	Conflict is natural and inevitable.
3. Interactionist Approach	Conflict is necessary for theeffective functioning of a group.

Sources of Conflict: Conflicts in an organization arise from a number of sources.

1 .Organizational Change

Today the technology, political and social environment is changing very fastly compelling organizations to change. Global markets have created both Opportinities and threats. Under these circumstances organizational change has become indispensable. But there may be disagreement among the people in the organization as to what change should be implemented, how it should be effected, how the resources should be distributed.This disagreement may lead to conflict.

2. Different Values: Conflicts may arise due to the different philosophy, value system and culture of people in the organization. These conflicts are difficult to resolve since they are less objective in nature.

3. Threat to Status

Status or social position in the group is very important. Status of a person is threatened; conflict arises between that person and other personwho has created a threat. The person threatened struggles to maintain his status in organization.

4. Lack of Trust

Conflict arises when the trust in others is lost. An environment of distrust, suspicion is created and people conflict with each other instead of co-operating. Every action person is looked at with suspicion.

5.Personality differences

Personality differences are another important source of conflict.No two persons are alike.Theythink,feel, look and act differently. Personality differences arise due to certain traits.some persons are emotionality stable, agreeable and co-operative. While other persons are emotionally unstable, uncooperative, reserved and careless.
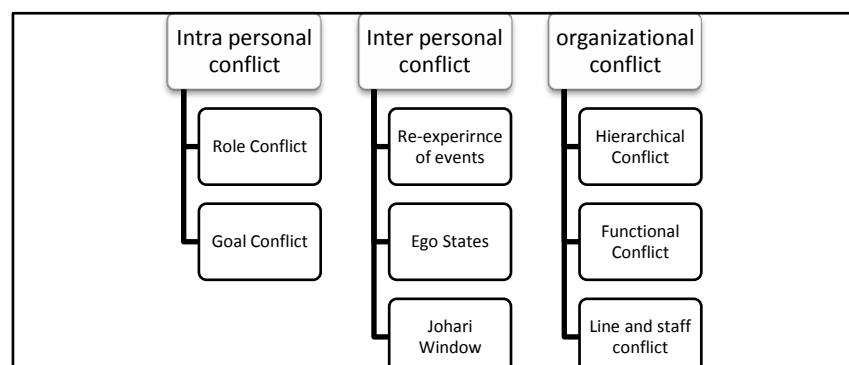
6. Communication

Communication can be a source of conflict in the organization. The language difficulties, misunderstanding, different meaning of words, technical language, insufficient exchange of information and noise in the communication channels are all barriers to effective communication and hence a source of conflict

Levels and Types of Conflict

Conflict occurs at different levels-individual, group and organization. It may appear in different forms. Understanding the levels and types of conflict can help a manager to manage the conflict effectively. There are three levels and types of conflict as shown in figure below.

Type of Conflict

Intra personal conflict	Inter personal conflict	organizational conflict
Role Conflict	Re-experirnce of events	Hierarchical Conflict
Goal Conflict	Ego States	Functional Conflict
	Johari Window	Line and staff conflict

A)Intra personal conflict

Inter personal conflict occurs within an individual. It arises because of a threat to a persons value system, a feeling of unfair treatment in the organization. For example apersonal secretary may find speaking lie against his/her value system of speaking truth.A role ambiguity, for example, a telephone operator may be advised to be polite with customers But at the same her supervisor may complain that she is spending too much time with the customers.An inability to choose between two equally desirable alternatives or between two equally undesirable goalsA demand of the organization 10 work more than capacity.

Intrapersonal conflict can also arise when an individual feels that he is getting less for his her contribution to the organization or when an individual sees action within an organization that he she considers illegal or unethical. When an individual is not able to attain his/her goal, frustration will arise in the individual leading to conflict. The frustrated individual may adopt any of four defence mechanism namely -

Aggression   -   Attacking the barrier physically or symbolically.

Withdraw!   -   Coming back from the barrier

Fixation   -   Continuing the efforts to break the barrier and

Compromise   -   Searching for a new goal

1)Goal conflict

It is more complex than conflict arising from frustration. Goal conflict occurs whenthe attainment of one goal excludes the possibility of attaining the another goal.There are three main forms of goal conflict namely –

1.   Approach - Approach Conflict-A situation to choose between two or more positivebut mutually exclusive goals. For example a person wants to go to a political rallyor to see a movie which are scheduled at the same time.

2   Approach-Avoidance Conflict - A situation where an individual is attracted to butfeared by a single goal object. For example a person may pick up the telephone of his reach friend with a view to ask some financial help from him,start dialing number but fearing to be insulted may put down receiver quickly.

3 Avoidance-Avoidance conflicts:A situation in which an individual is required to choose between two undesirable goals. Example-continuing job in spite of bad treatment from the boss or leaving job.

2)Roleconflict:A person wants to play several roles a but he does not get adequate time and resources to do so. Among all roles organizational role is most important .The example of an organisational role in constant conflict is that of foreman. He is generally a promottee from among workers. In those days, he has become the cadre of management.When there is a dispute between labour and management he has to face the state of dilemma.

B)_Inter personal conflict:_

Inter-personal conflict occurs between two individuals in an organisation. It arises mainly because of difference in perception, temperaments, personalities, values systems, soci-cultural factors Inter-personal conflict can be explained with the following :

Re-experience of Events :We can re-experience all events of the past. All the events and feelings that we have ever experienced are stored within us and can be replayed so we can re-experience the events and the feelings of all our past years.

Ego States :Personality is made of ego states which are revealed in distict ways of behaving. Ego states manifest themselves in gesture tone of voice and action as if they are different people within us

JohariWindow :Before understanding Johari window it is necessary to understand what T- group (training group) is. A T-group has been defined as "an approach to human relations training which broadly speaking provides participants with an opportunity to learn more about themselves and their impact on others and in particular to learn how to function more effectively on face to face situation." The original form of a T-group re a small, leaderless, unstructured face to face grouping. The group normally numbers between 8 and 12 who may be strangers or may come from the same family or group. Faced with confusion and lack of direction, individuals act in characteristic ways. They bring to face the "hidden" and "blind" behavior of participants Thus,behavior is explained by the "Johari window".

JohariWindow :A simple framework for looking at self insight which is frequently used to help individuals in the T-group process is the Johari window which is shown below.
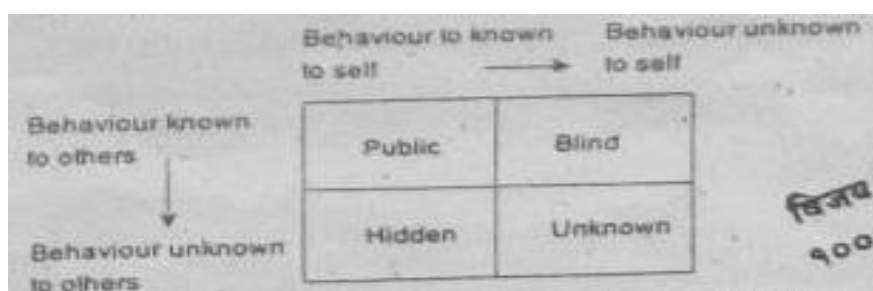
3)organizational conflict:

It includes all types of conflict arising within an organization.It is caused by structural defects,scaricity, of resources,authorityrelatiomship in the organization.It may be <u>Hierarchical Conflict</u> - A conflict which arises among different levels in the organization. For example conflict between top management and middle management.

<u>Functional conflict:</u>A conflict between functional departments of the orgnazation.For example a conflict between production department and marketing department.

<u>Line and Staff conflict</u> - A conflict between members of line and members of staff authority.

What is meant by Values?

Values are encompassing concepts. They are at the core of personality and therefore, they are a powerful force affecting behavior. Values are so embedded that they can be inferred from people's behavior and their expressed attitudes. What may appear to be strong behavior in an employee can make sense if managers understand the value underlying that behaviour.Values have an important influence on the attitudes, perceptions; needs and motives of people at work. That is why, they are important to the study of organizational behavior.

<u>The answers to the questions-what right or wrong and good or bad-are values</u>.Thus, values are the basic convictions that give us a sense of right and wrong, good and bad. In this way, values form the basis for ethical behavior. All of us have a value system. Values are learned. These change as individuals grow and mature. As changes in values change individual behavior, managers have shown increasing interest in the study of values.

Values consists of opinions about what is right, fair, just,or desirable and they represent broad guides to action. Values areacquired very early in life, transmitted by parents, teachers,friends and a groups. Values generally influence attitude andbehaviour. The decision making styles are also influenced by value of a person.

Value system is known as the intensity of values one possess. All of us have hierarchy of values that forms our value system. This framework may be a guiding principle when we encounter a situation of choices among the alternative courses of action. After value is learned it becomes integrated into an organized system of values in our life. This system is identified by the relative importance we assign to such values as freedom, pleasure, self-respect, honesty, obedience and equality.

B) Definitions :1) White and Bednar :"Value is a concept of the desirable, anaccepted criteria(नियम) or standard(नियमान्चा संच) of evaluation(मूल्यमापन) a person possess.(व्यक्तीमध्ये असलेल्या गुणांचे मूल्यमापन अपेक्षीत ,आणि स्वीकारलेले नियमाने किंवा नियमांच्या संचाने करणे म्हणजे (Value) मुल्य होय.) Such concepts and standards are relatively few and determine or guide an individual's evaluations of many objects encountered in everyday life".

Types of Values: Values are classified into different categories by different experts. Milton Rokeash has classified terminal value and instrument value through his survey. His survey is known as 'Rokeash Value Survey (RVS)'. Terminal value refers to describe end states existence. These are the goals that a person would like to achieve during his or her lifetime.It is an end state of existence.

Terminal value is once again subdivided into 'personal value' and 'social value'. Rokeash terminal values are a comfortable life, an exciting life, a sense of accomplishment, pleasure,true friendship, wisdom, freedom, happiness, etc.

The instrumental values are the preferable modes of behavior or conduct. The values are broadminded, cheerful, forgiving, helpful, loving, logical, polite, responsible,self-controlled, imaginative, clean, competent.

Milton Rokeachidentified two basic types of values. They are as follows :

I)   Terminal Values:Terminal values represent the desirable and states of existence, the goals of an individual would like to achieve during his/her life time. Rokeach identified 18 terminal values. They are as follows :

1) World Peace,   2) Happiness.

3) Equality,   4) Achievement,

5) Inner Peace,   6) Beauty in Nature,

7) Family Security,8) Self-Respect

9) Salvation,   10) Friendship,

11) Mature Love, 12) Pleasure,

13) Freedom,   14) Wisdom.

15) Prosperity,   16) National Security,

17) Social Respect,18) Exciting Life.

II)Instrumental values: Instrumental values represents preferable modes of behavior or means of achieving one's terminal values.

1)Honesty 2)Forgiving Nature,

3) Helpfulness   4) Self-control

5) independence,6) Obedience,

7) Ambition,8) Open-mindedness,

9) Cleanlinees,10) Affection and Love,

11) Politeness,12) Rationality,

13) Responsibility, 14)Courage

15) Competence,16) Cheerfulness

17)intelligenee,18) imagination.