

DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – measurements – influence of behaviour. Organizational Change – importance – stability vs. change – Proactive Vs reactive change – change process – Resistance to change - managing change. Stress – work stressors – Prevention and management of stress – balancing work and life. Organizational development – characteristics – objectives – organizational effectiveness developing gender sensitive workplace

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PART - A

1. Organizational Culture

“Organizational culture is the set of assumptions, beliefs, values and norms that are shared by an organization’s members.”

1.1 Process of creating organizational culture

- **Establishing values:** - Values defines what is right and what is wrong, what is desirable and what is undesirable, and so on. These values decides, to a very great level, what business, the

organization should be in values also determine how organizational activities will be carried out, that is what type of practices will be followed.

- **Creating vision:** - Vision represents the imagination of future events and prepares the organization for same. It implies that the organization should create projections about where it should go in the future and what major challenges arrange ahead. A good vision, defined in a proper way, helps the organizational members in several ways.
- **Operationalising values and vision:-** For putting values and vision in action, the organization can undertake the following activities
 - a. It is better that the organization prepares a written statement containing its values and vision and communicates these to organizational members.
 - b. In selection of employees, care should be taken that the values match organizational values.
 - c. Reward system should be such which encourages employees to engage in behaviour that are compatible with organizational values and vision.
- **Socialization of employees:** - The term socialization has been drawn from sociologies where it is used as a process by which an individual develops into a functioning member of group according to its standards, conforming to its modes, observing its traditions, and adjusting himself to the social situations. Socialization is used in the context of work organization. Thus, socialization is an adoptive process that takes place as new employee's attempts to learn and inculcate values and norms that are part of the organizational culture.

1.2 Creating positive organizational culture

- **Building on employee's strengths:** - A lot of OB, and management practices, is concerned with how to fix employee problems. Although a positive organizational culture does not ignore problems, it does highlight showing workers how they can benefit from on their strengths
- **Rewarding more than punishing:** - Although most organization is sufficiently focused on extrinsic rewards like pay and promotion, they often forget about the power of smaller rewards like praise. Creating a positive organizational culture means that the managers "catch employees doing something right".
- **Highlighting energy and growth:** - A positive culture recognizes that employees career aspirations are important, and shows an interest not only in what the employee does to contribute to organizational effectiveness, but what the organizational can to do help employees advance their own career goals

2. Organizational Climate

2.1 Definition

“Organizational climate refers to a set of characteristics that describe an organization, distinguish it from other organization, continue over a long period of time and influence the behaviour of the people in it.”

2.1 Factors affecting organizational climate or Barriers or disadvantage of Organizational Climate

- **Leadership pattern:** - Leadership pattern are also different rule centered. De-motivation, directing in a wrong way. Inability to lead the group etc
- **Organizational structure:** - The actual arrangement of hierarchy affects the climate. Improper rules and regulations and Over control that all affects the organizational climate. So, the organizational structure should make the people to work more peacefully.
- **Physical environment:** - Physical environment is also affects the organizational climate. Insufficient light, furniture, high level of noise creates bad feelings and leads to irritation, anger, nervousness and will have a negative effect upon organizational climate.

An employee performing his job in a relatively clean and safe environment, good light and furniture facilities will have a perception of the organizational climate.

- **Decision making procedures:** - Centralization of decision making powers is likely to affect the organization climate. The decision making powers influence the problem solving, supervisors, heads of organizational control, individual adjustment patterns.
- **Communication:** - Effective communication leads for sound organizational climate. There is some barrier to good communication where several people are involved. There is the status barrier as between superior and subordinates.

2.3 Importance or objectives or advantage or significance of organizational climate

- **Increase employees performance :-** Work climate is an excellent predictor of organizational and employee performance, because positive environment will result in motivated employees who enjoy the work

- **Develop strong relationship:** - Organizational climate assist managers to understand the relationship between the process and practices of the organization and the needs of employee. Managers will be able to understand what motivates employees to behave in a manner that leads to a positive climate and result in organizational success.
- **Managers can get there work done easily:** - Managers experience that employees follow their orders with respect. Managers' instructions will be pleasantly obliged by the subordinates.
- **Develops confidence:** - When the organization climate is good. It develops confidence in the subordinate, as subordinates will work hard and so confidence to the superiors.
- **Reduces turnover:** - Employees work happily and associate with a company for a long time. Employee turnover, Absenteeism will be lowered when moral is high.
- **Develops healthy organization:** - It creates favorable atmosphere and customers, public, suppliers and organization particulars. It keeps organizational healthy

3. Job satisfaction

3.1 Definition

- Job satisfaction will be defined as the amount of overall positive affect that individual have towards their job

3.2 Meaning

The term job satisfaction refers to the general attitude or feeling of an individual towards his job. A person, who is highly satisfied with his job, will have a positive attitude towards the job. On the other hand, a person who is dissatisfied with his job has a negative attitude about the job.

For example: - A person who is satisfied with his job will always be punctual, absenteeism will be minimum, performance will be high, his attitude towards co-workers and boss will also be very positive. In case of dissatisfied person, he will generally be late for office and small pretexts he will absent himself from the job, turnover will be high, performance level will be poor and his behaviour in the organization will not be very good.

3.3 Determinants of job Satisfaction

- **Level of education:** - Job satisfaction is negative relationship between education and job satisfaction. People with higher educational qualification have an idea to get higher expectation from their jobs. Dissatisfaction will be more when educated persons are employed in lower ranks.

In practice since many people with high background of education are usually placed in respectable higher positions the conflicts resolves itself.

- **Age:** - The relationship between age of employees and their satisfaction from the job is both difficult and attractive. The age group twenties and thirties are energetic person and have strong health to work hard and gets job satisfaction
- **Nature of job:** - Higher level jobs provide more satisfaction as compared to lower levels. This happens because high level jobs carry prestige and status in the society which itself becomes cause of satisfaction for the job holders.

For example: - Professionals develop more satisfaction as compared to salaries people, factory workers are least satisfied.

- **Working Condition:** - Working conditions, particularly physical work environment, like conditions of work place and associated facilities for performing the job determine job satisfaction. These work in two ways – First these provide means for job performance. Second provision of these conditions affects the individual's perception about the organization. If these factors are favorable individual experience higher level of job satisfaction.
- **Supervision:** - A type of supervision affects job satisfaction as in each type of supervision, the degree of importance attached individuals differ. In employee oriented supervision, there is more concern for people which is perceived favorably by them and provides them more satisfaction. In job oriented supervision, there is more emphasis on the performance of the job and people become secondary. This situation decreases of job satisfaction.
- **Equitable rewards:** - The type of linkage that is provided between job performance and rewards determines the degree of job satisfaction. It offers higher satisfaction. If the reward is perceived to be based on considerations other than the job performance, it affects job satisfaction.
- **Opportunity for promotion:** - It is true that individual seeks satisfaction in their jobs that these jobs offer. If the present job offers opportunity of promotion in future, it provides more satisfaction. If the opportunity for such promotion is lacking, it reduces satisfaction.
- **Work group:** - Individuals work in group either created formally or they develop on their own to seek emotional satisfaction at the work place. If the group is not unified, job satisfaction is low. In a unified group, people try satisfaction.

3.4 Measurement of job satisfaction

- **Rating scale:** - Rating scale are the commonly adopted method that is used for measuring job satisfaction

For Example: - Likert scale: - It has five boxes shows from strongly agree to strongly disagree. Under each statements of attitude the respondent will be given a chance to check the five boxes and finally all the rating will be summed up.

Example

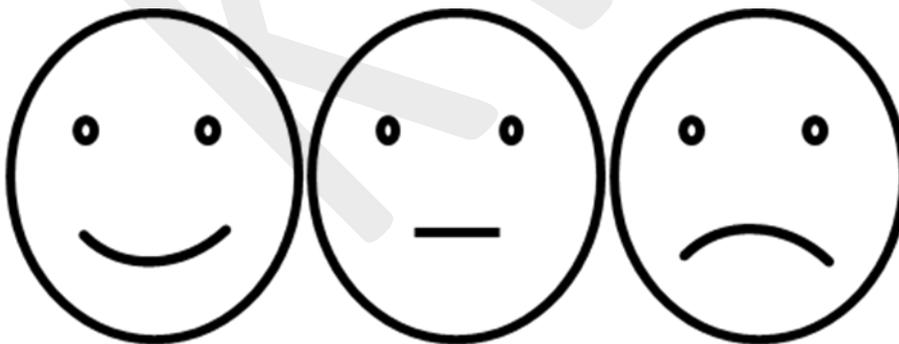
I am Satisfied with my job



- **Personal interview:** - Conducting personal interviews has also proved important method of measuring job satisfaction of the employees. The experts conduct these personal interviews where employees express their opinions on job satisfaction. The responses delivered through these interviews are analyzed to find their level of job satisfaction.
- **Pictorial representation :-** Graphic Rating Scale or Pictorial Visual Communications: - A Graphic rating scale refers to any rating scale that consists of points and it is a label that is given to a wide category of rating format or picture that consists rating. This is a scale or picture which people use to indicate ratings of a particular attribute.

Example

- Showing stress level



- **Critical incidents:** - In this method, the employees are asked to describe incidents on their job when they were particularly satisfied or dissatisfied. These set of incidents were then analyzed to determine their positive and negative attitudes.
- **Paired Comparisons:** - Method of evaluation in which each employee and job is compared with each other employee and job. Employee comparisons are performed usually on the basis of overall performance, whereas job-evaluations are usually on the basis of skill, knowledge, and time required in their performance. Scores derived from paired comparison

Example

Divide 100 points among each of the following employees according to your suggestion about their performance:

A _____

B _____

C _____

3.5 Influence of job satisfaction on behaviour

- **Productivity:** - Job performance leads to job satisfaction. The intrinsic rewards such as growth, challenging job, stop from the job itself and extrinsic rewards are under the control of management such as salary, bonus, etc. Intrinsic rewards are more closely related to satisfaction. For example, if a person performs well on challenging assignment, he gets an immediate feeling of satisfaction .If not leads to job dissatisfaction leads to low productivity
- **Absenteeism:** - There is a negative relationship between satisfaction and Absenteeism, though the difference is not high. It makes sense that dissatisfies workers are more likely to withdraw from work as compared to the satisfied workers. But even the satisfied workers may absent themselves from the workplace to enjoy a 3 day weekend.
- **Turnover:** - High employee turnover is of considerable concern for the management because it disrupts normal operations, causes morale problems for those who stick on, and increase the cost involved in selecting and training replacements. The employer must do whatever possible to minimize turnover, making the employees feel satisfied on their jobs, being one such.

3.6 Significance or advantage or objectives of job satisfaction

- **Improves job performance:** - Happy workers are more likely to be productive workers. Satisfied employees tend to be more effective than organizations with fewer satisfied employees. Thus, job satisfaction helps in improving performance.
- **Builds positive attitude:** - Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job. And when you trust your employer, you are more willing to voluntarily engage in behaviors that go beyond your formal job requirements.
- **Increase customer satisfaction:** - Employees in service jobs often interact with customers. The evidence indicates that satisfied employees increase customer satisfaction and loyalty. Satisfied employees are more likely to be friendly, upbeat and responsive – which customers appreciate.
- **Reduces absenteeism:** - While it certainly makes sense that dissatisfied employees are more likely to ignore work, other factors have an impact on the relationship.
For example: - Organizations that provide liberal sick leave benefits are encouraging all their employees – including those who are highly satisfied – to take days off.
- **Reduces turnover:** - It means higher job satisfaction leads to lower employee turnover. More satisfied employees are likely to stay longer with their organization

4. Change

4.1 Definition

“Significance alteration is in one or more of the task, techniques, structure and people of the organization”.

4.2 Meaning

Organization change refers to the alteration in structural relationship and role of the people in the organizations. These changes may be forced by internal or external forces.

4.3 Importance of change (Factors influencing or forcing the changes)

External Factor

- **Technology** - The technology advancement in an organization to change its process of manufacturing structural change, etc. Organizations of the day must equip themselves to absorb

rapid extensive change in the technology and the need to deal with the great ambiguity and uncertainty.

- **Competition-** Competition has always been critical to organizational structures; today competition comes from around the globe. Successful organization will be one that can change in the response to the competition.
- **Market Situation-** The market changes include rapidly changing taste of consumers, needs and desires of consumers, suppliers etc.
- **Political Pressure:** - Political forces within and without side countries have an important influence on large business houses particularly that transactional corporation. Many laws have been passed to regulate the activities of the corporate sector. The organization have no control over the political and legal forces, but they have to adopt to meet the pressure of these forces
- **Employees Expectation:** - Human resources are the organization most important asset. Organizational must continuously monitor the structures to find the most effective way of motivating and organizing human resources to acquire and used the skills. Organization must take actions to reduce employee's role conflict overload and ambiguity and by removing the different stresses. Prospects for positive change stress from employee participation and suggestions.
- **Managerial Behaviour:** - Excessive interpersonal conflict between managers and their subordinates is a sign that change is needed. In appropriate leader behaviors, such as inadequate direction or support may potential solutions for the problem.

4.4 Process of organizational change

- **Problem recognition:** - In the problem recognition stage, the management acknowledges that a problem exist in the organization. Employee turnover, absenteeism, Union disputes, employee grievances, high cost of production, role conflicts and declining profits are some **examples** of problems that affects the productivity of organization
- **Identifying the causes of problem:** - In this stage, management must find out the root cause of the problems identified in the problem recognition stage. **For example** – If decline profitability is identified as the major problem facing the organization, it could be recognized to reasons such as decline in employee productivity, increase in the production of part in the manufacturing changes, reduction in orders from customers, etc
- **Implementing the change:** - After holding the discussion with employees and analyzing the feedback gathered through questionnaires, the management will be able to identify the underlying causes of organizational problem. The management must then design a change plan to improve the situation and solve the problem.

- **Generating motivation for change:** - Employees should be given a role to play in the change process. Participation promotes a sense of ownership among the employees towards the change process and encourages them to contribute to its success. Employees who successfully adopt the desired behaviour should be rewarded. This is an effective way of encouraging employees to welcome change.
- **Supporting the change:** - To implement change successfully, management must obtain support and co-operation of various employees groups may result in strong resistance to change problems.
- **Evaluating change:** - After its implementation, the change must be evaluated to check whether the new system has been able to solve the problems identified in the old system and whether the desired future state has been attained. If the new systems fail to solve the problems in such a case all the stages of the change process from the problem diagnosis to the evaluation stage must be repeated once again.

4.5 Types of changes

	Proactive Change	Reactive Change
Plan	It is planned change	It is unplanned change
covers	It covers various parts of system	It covers limited parts of system
Nature of change	It involves purposive change	It involves automatic change
Response to threat	Before it arise	After it arise
Timeframe	Based on future	Based on past

4.6 Different between stability and change

	Stability	Change
Importance	It helps to understand the identity	Change enables organization to adopt to its experience
Tenure	Stability condition is for long	Change condition is for short

	time	time because change continuous process
Affect on working	Stability brings ease in working pattern of the employees	Change creates burden and smooth way of working
Growth	Stability does not help in growing the organization	Changes help in growth of the organization

4.7 Resistance to change (Oppose for change)

4.7.1 Meaning: - Although organizations initiate changes in order to adjust to the changes on the environment, people sometimes resist change. In fact resistance to change is a natural human reaction. Change creates unease out of the work situations. It is caused by the fear of losing job. People with high need for security or likely to risk changes.

4.7.2 Definition – Resistance to change can be defined as behaviors that are acted out by change recipients in order to slow down or determined a depressed organizational change.

4.7.3 Reason for resistance to change –

INDIVIDUAL

- **Fear:** - People also resist change because of fear about their abilities. **For example:** - The introduction of word processor in computer applications means the departmental secretaries will have to learn to operate computers. Some of the secretaries may fear that they will be unable to do so. They may therefore develop a negative attitude.
- **Economical factor:-** Workers resists change which leads to setting high job standards
- **Habits:** - All human beings are individual of habits. It is difficult to change the habit of one person and make him to adopt the change that was made.
- **Insecurity:** - Individuals are likely to resists proposals for change if they believe the stand to lose something of value to them. This is basically due to the fear of insecurity.
- **Lack of communication:** - If the workers are given an opportunity of participate in the process of change; the resistance is likely to be less. But if the change is not properly communicated that to in an acceptable manner to the employees, it is likely to cause resistance

- **Social factor:** - The change may disturb the social relationship among the members of the organization. Individuals have social needs like friendship belongings etc for the fulfillment of which they develop social relations in the organization.
- **Psychological factor:** - The change will bring the fear in the mind of people because there is generally dislike for new adjustment, breaking present social relationship, reduced social satisfaction, feeling of outside nosiness in the form of change manager etc.

ORGANIZATION

- a. **Structural inactivity:** - Organization has built in mechanism to produce stability. For example:
- The selection of process systematically selects certain people in certain people out. Training and other socialization techniques reinforce specific role requirements and skills formalization provides job description. Roles and procedures for employees to follow.
- b. **Group inactivity:** - Even if individuals want to change their behaviour group norms may act as a forced. An individual union member may be willing to accept changes in his jobs suggested by the management. But if the union norms dictate resisting any change, he is likely to resist.
- c. **Resource control:** - organizational change usually involves a huge expenditure and sufficiency of resources usually is a major restriction. In such a situation change is resisted by departmental heads and employees.
- d. **Undermining of status and authority:** - The new technologies and methods may do away with part of the status and authority that is vested with the position earlier. For example of work methods are completely automated the supervisor feels that his authority and status are undermined. The supervisor may feel that he will have no control over the subordinate and they will not respect of obey him.
- e. **Retraining:** - Change may require the employees to go for retaining to Upto date the skill to work with newer machines. But some may be afraid to interact with a new machines and methods

4.8 Managing Change OR Change Management

It is the strategy of planned and systematic change which is achieved by the influence of the organization such as, corporate culture and individual behaviour and the greatest possible participation of the employees

4.8.1 Dealing or managing the change (Overcome resistance to change)

- **Education and communication:** - The easiest way to oppose resistance to change is by sharing the information in a free and fair manner with the other member's atleast those who are

going to be directly affected by the change. People have to be educated as to why change is necessary by making them realize the problem areas, if any that warrant a change.

- **Participation and involvement** :- Involving all those potential registers in the decision making process and implement the best strategy to cope with resistance
- **Facilitate and support:** - The doubts and objections should be removed to win the co-operations. Considerable research has demonstrated that participation leads to commitment. It should be noted that commitment is vital for change to be success.
- **Leadership:** - It plays an important role in overcoming resistance to change. A capable leader who is acting as a change manager the greater will be the influence upon the employees who are involved in the change process. A strong and effective header can use emotional pressure on his subordinates to bring about the desired change.
- **Training** :- Training help the employee to overcome the change
- **Feedback:** - Bringing changes based on feedback and suggestions of employees help to overcome the change soon.

PART - B

5. Stress management

5.1 Definition

The word “stress” is defined by the oxford Dictionary as “a state of affair involving demand on physical or mental energy”. A condition or circumstance that can disturb the normal physical and mental health of an individual,

5.2 Meaning

The word stress is derived from the Latin term ‘stringer’ which means “to fight”.

Stress is a mental, emotional or physical reaction resulting from an individual’s response to environmental pressure and similar stimuli. It refers to pressures people feel in life. Different persons respond to stressful situations in different ways.

5.3 TYPES OF STRESS

Stress can be defined as any type of change that causes physical, emotional or psychological strain. However, not all types of stress are harmful or even negative. The few different types of stress that we encounter are given below.



- **CHRONIC EUSTRESS**, a type of stress that is fun and exciting and keeps us vital.
- **ACUTE STRESS**, a very short-term type of stress that can either be positive (eustress) or more distressing. This is the type of stress we often encounter in our day-to-day life.
- **EPISODIC ACUTE STRESS**, where acute stress seems to run rampant and be a way of life, creating a life of relative chaos. This is the type of stress that coined the terms ‘drama queen’ and ‘absent-minded professor’.
- **CHRONIC DISTRESS**, the type of stress that seems never-ending and inescapable. This type of stress can lead to ‘burnout’. Burnout is a syndrome wherein person breaks down physically and emotionally due to continuous over work load over a long period of time.

5.4 FACTORS THAT CAUSE STRESS

- **Interpersonal demands** are pressures created by poor social environment and lack of support or help from co-workers and supervisors.
- **Task demands** are the factors related to the employee’s job. They include the design of a person’s job (autonomy and task variety), working conditions and the physical layout.
- **Role demands** relate to the pressures placed on the employees as the function of the roles he plays in the organization.
- **Role conflicts** create expectations that may be hard to reconcile or satisfy.
- **Organizational structure** can increase stress by excessive rules and employee’s lack of opportunity to participate in decisions.
- **Organizational leadership** represents the supervisory style of the organization’s officials. Some officials create a culture characterized by tension, fear and anxiety.
- **Individual factors** are the experiences and problems that the employee’s encounter in the non- work hours. Primarily these factors are family issues, personal economic problems and inherent personality characteristics.
- **Career concerns** regarding job insecurity and lack of opportunity for growth, advancement or promotion; rapid changes for which workers are unprepared.
- **Environmental conditions** such as unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems.

5.5 CONSEQUENCES OF STRESS

The consequences of stress regarding the individual and the organization are:

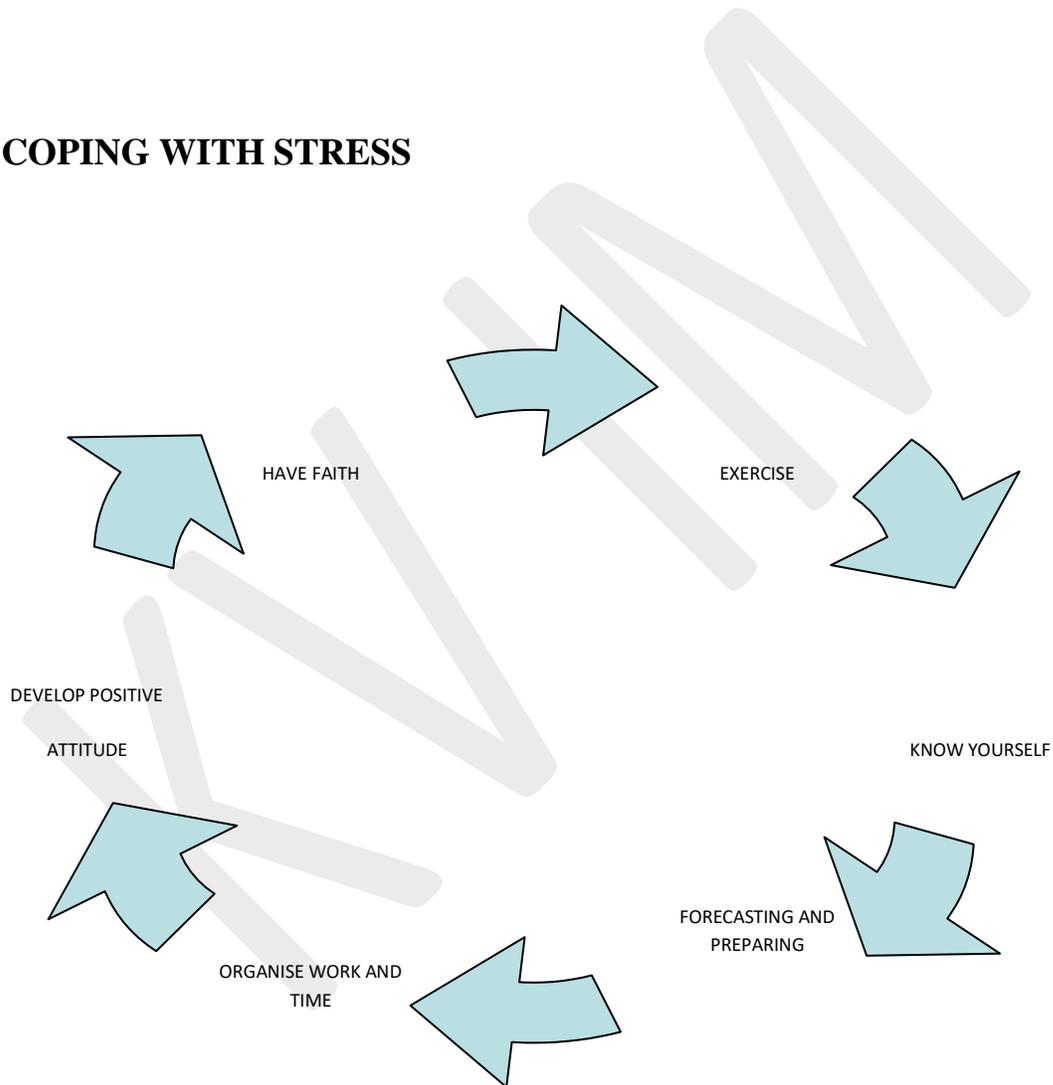
ON THE INDIVIDUAL

- **Physical ailments:** Head ache, indigestion, insomnia, heart trouble, tendency to sweat for no good reason, nail biting, high blood pressure, etc.
- **Mental:** Anxiety, irritability, lack of clear thinking, inability to relax, frustration, helplessness, loneliness, expression of boredom, dissatisfaction, forgetfulness, inability to concentrate, inability to make decisions, etc.
- **Behavioral:** Excessive smoking or drinking, withdrawn from relationships, speech disturbances, feeling unable to cope, lack of interest in life, changes in appearance such as dress, complexion, etc

ON THE ORGANISATION

Low productivity, poor quality, higher costs, increased absenteeism, low job satisfaction, accident proneness, poor interpersonal communications.

5.6 COPING WITH STRESS



Individuals and organizations cannot remain in a continuous state of stress. Some actions become necessary. Manage with stress involves an adaptive response to stress so as to eliminate or reduce the stress producing factors. Some common methods of managing stress are:

- **Exercises:** Physical and mental exercises help to reduce emotional imbalance. Walking and other exercises in the morning, regular eating, sleeping habits and yoga are very helpful.
- **Know yourself:** A study should be made to find out one's strengths, weaknesses, opportunities and threats. A periodical analysis of these factors will provide better understanding of self and the world around us which helps to reduce stress.
- **Forecasting and preparing:** Advance thinking and foresight, proper allocation of resources helps a manager to reduce risk involved in decision making.
- **Organize work and time:** We need to separate work from home. Break the routine in the form of a small vacation or picnic. Share problems with spouse and friends.
- **Develop positive attitude:** A positive attitude to both life and work does reduce stress. This helps to develop and correct perspective and to regain control over stress causing strategies.
- **Have faith:** Faith in one's deity can reduce stress. The reciting of Gayatri mantra or merely Om/Aum for those who follow this faith can reduce stress. This mantra is said by the gist of Vedic Philosophy.

5.7 CONCLUSION

Stress is a disease of modern times. It afflicts all the people regardless of their station in life; rich or poor, literate or illiterate, men or women.

Thus organization must know that reducing organizational stress is important as motivating employees. Stress management programmes for the employees can be based on sharing different philosophical values and developing strategies through group learning.

As an individual success or failure in controlling stress depends on his physical and psychological strength. If they face with positive attitude, it will create a lot of positive energy to achieve the task. The cost of stress is very expensive because it affects the individual, organization and society at large.

The stress can be overcome by giving various training programs to the workers. Special lecture on art of living for employees can be arranged to reduce the stress. Advance thinking and foresight, proper allocation of resources helps a manager to reduce risk involved in decision making.

6. Balancing work and life

6.1 Definition

According to work foundation, "Work – life balance is about individuals having a measure of control over when, where and how they work, leading them to be able to enjoy an optimal quality of life".

6.2 Options of work life balance

- **Flex – time** : - Flexi time is the practice of permitting employees to choose their own working hours, within certain limitations. In a flextime system, employees work the same number of hours per day as they would on a standard schedule. A typical schedule permits employees to begin work between 6am to 9am and to complete their workday between 3pm to 6pm
- **Compressed work week**: - The compressed workweek is an arrangement of work hours that permits employees to fulfill their work obligation in fewer days than the typical five day work week. It is an arrangement whereby employees work in longer shifts in exchange for a reduction in the number of working days in their work cycle.
- **Job Sharing**: - In job sharing, two part time people split the duties of one job in some agreed on manner and are paid according to the contribution.
- **Flexible Compensation**: - Flexible compensation plans permit employees to make yearly elections to largely determine the compensation and numerous benefits. Cafeteria plans permit flexibility in allowing each employee to determine the compensation, components that best satisfy his or her particular needs.
- **Telecommuting**: - It is a work arrangement whereby employees called teleworkers and telecommuters are able to remain at home. And perform the work using computers and other electronic devisors that connect them with their officers. Modern communication and information technologies permit people to work just about anywhere.
- **Part – time Work**: - It is beneficial for those employees who are students and for those parents with young children who need flexibility provided by part time work. Part time employment adds many highly qualified individuals to the labour markets by permitting employees to address both job and personal needs.
- **Modified Retirement**: - Modified retirement is an option that permits older employees to work fewer than their regular hours for a certain period proceeding retirements. This options allows an employee to avoid an appropriate change in life style and more kindly into retirement

6.3 Advantages of work life balance

- **Develops loyalty and commitment**: - Employees are likely to demonstrate more loyalty and commitment to the employer. If the employer is showing consideration for the needs.
- **Increase Productivity**: - Increased the loyalty and commitment lead to better performance at an individual level and thus increase productivity at an organizational level.
- **Reduces Absenteeism** :- There will be degrees in sickness absence and its associated costs

- **Reduces staff Turnover:** - There will be a lower staff turnover. Substantially reducing the employee's recruitment training and training cost.
- **Encourage employee participation:** - A more relaxed and flexible workplace culture can encourage employees to come forward with ideas and suggestions for improvement with in turn can be benefiting the organization.
- **Helps in attraction and retention of employees:** - The employer will become an employer of choices and will be more able to attract and retain (hold back) the best people.

6.4 Disadvantage of Work-Life Balance

- a. Flexible are remote working may make it difficult to maintain an organizational structure and culture
- b. Once policies are introduced it may be difficult to change them. Even if the company runs into difficulties

6.5 Guidelines for Improving Work –Life Balance

- **Identify employee's needs:** - The first step is to identify the employee's needs.
- **Focus on organizational Culture:** - The culture and atmosphere of organization must be helpful to flexibility innovative work place and empowerment. Focus on organizational structure and considered if it enables or contains work life balance.
- **Set – Up Work life policies:** - There is no one approach that will create balance a flexible set of policies should be set up to cover as many aspects and different situations as possible for setting up work life policies flexible working hours. Flexible working location, leave availability, career breaks, which will help in work life balance, should be considered.
- **Inform and Train managers:** - The achievement of balance depends not just on the policies chosen but on their implementation. This must be reliable across the organization. Managers should receive training in the variety of benefits available, and in counseling employees to choose the right combination
- **Communicate the policies and benefits:** - Inform employees of the options available. Considered incorporating the information into the staff hand book in an easy to understand way. Ensure all staff has access the handbook either in paper or electronic format.
- **Evaluate work life balance success:** - It is important to maintain that advantages of good work life policy by keeping it relevant and Upto date. By measuring employee satisfaction, performance, and accessing factors such as retention rate, the effectiveness of policies can be evaluated.

7. Organizational Development

7.1 Meaning

Organization development is an educational approach strategy which focus on the whole culture of the organization in order to bring about planned change

7.2 Definition

OD is the strengthening of those human processes in organizations, which improve the functioning of the organic systems. So as to achieves its objectives.

7.3 Characteristics of organizational development

- **OD is a planned strategy to bring about organizational change:** - OD Programs are planned, not accidental – they represent on purpose entry of OD activities into the user system.
- **OD always involves collaborative Approach to change:** - In OD the consultant seeks and maintains a collaborative relationship of relative equality with the organization members. Collaboration means “To labor together”.
- **OD programs include an importance on ways to improve performance :-**
 - a. Enhancing similarity between the organization structure, process, strategy, people and culture.
 - b. Developing new and creating organizational solutions and
 - c. Developing the organizational self renewal capacity.
 - d. OD relies on a set of humanistic values about people and organizations: - Development for the OD practioners means the moment of individuals and organizations in certain directions consistence with humanistic values and ideals such as autonomy, self actualization and democracy. OD also aims at gaining more effective organization by opening up new opportunities for increased use of human potential.
- **OD represents a Systems approach:** - Although OD practitioners may focus on one or the other aspects or unit of an organization. As a social system, an organization consists of different sub systems such as task, structural, technological and human, inter linked by various process. The organization as a whole also interacts with the external environment including the larger society and its smaller elements.

7.4 Process or steps of organizational development

- **Initial Diagnosis** :- If executives recognize that there are inadequacies with the organization which can be corrected by OD activities, it is necessary to find out the professional and competent people within the organization to plan and execute OD activities
- **Data Collection**: - Survey method is used to collect the data and information for determining organizational climate and identifying the behavioral problems.
- **Data feedback**: - Data collected are analyzed and reviewed by various work groups formed for the purpose in order to mediate in the areas of disagreement ideas or opinions and to establish priorities.
- **Selection and design of steps**: - The steps are planned activities that are introduced into the system to accomplish desired changes and improvements. At this stage the suitable interventions are to be selected and designed.
- **Implementation of Step**: - The selected step should be implemented. They are to be implemented steadily as the process is not a one- shot, quick cure for organizational tune. But it achieves real and lasting change in the attitude and behaviour of the employees.
- **Action planning and problem solving**: - Groups prepare recommendations and specific action planning to solve the specific and identified problems by using the data collected.
- **Team – Building** :- The consultants encourage the employees throughout the process to form into group and teams by explaining the advantages of the teams in the OD process, by arranging joint meetings with the managers, subordinates etc.
- **Inter – Group development**: - The guide encourages the intergroup meetings, interaction etc, after the formation of groups or teams.
- **Evaluation and follow up**: - The organization evaluated the OD programs, finds out the utility, and develops the programs further for correcting the deviations and or improved results. All the steps in the OD process should be followed by the organization in order to derive full range of benefits by organizational development.

7.5 Organizational Development Technique (Interventions)

- **Behaviour techniques**

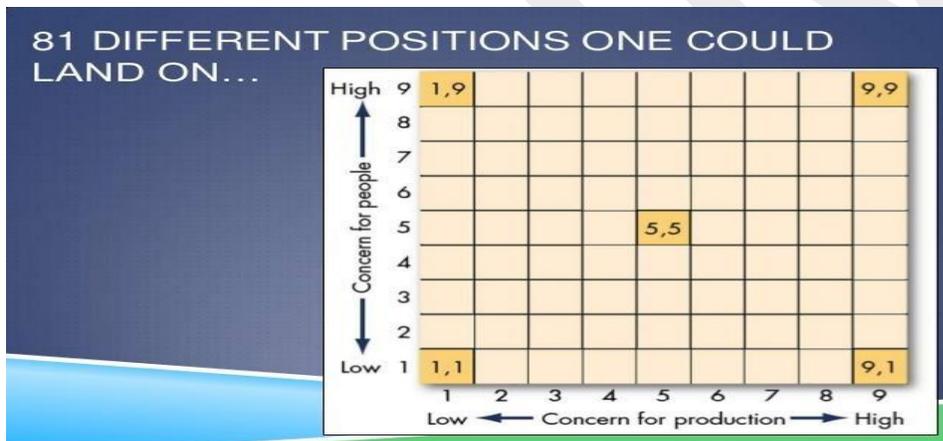
a. Sensitive training: - Under techniques the different groups of employees are allowed to mix up with each other and communicate freely and build up interpersonal relationship. The learned the reflection of behaviour and try to improve it. The employees through this technique know the others feelings and behaviour and the impact of other behaviour on others.

b. Management by objectives: - Management by objectives is an active system which put together the companies need to achieve its goals for profit and growth with the managers need to contribute and develop him.

c. Grid Development:-

The grid has two aspects, the leadership is based on

- Concern of people
- Concern of production



- (1,1) – Here, the leader put minimum effort to get work done from subordinates and low concern for employee satisfaction
- (9,1) – Leader has more concern for production than for people
- (5,5) – Leader tries to maintain a balance between goals of company and the need of people
- (1,9) – Leader gives more importance to people that the production because he feels that if employees are supported it will lead to self – motivation.

- (9,9) – Leader will give more importance to both the people and production

- **Non behaviour techniques**

a. Change in organizational structure: - The organizational structure may be changed to make it more efficient by redefining the flow of authority. There can also be changes in functional responsibility such as a move from product to matrix organizational structure.

b. Work Design: - Work design is the broad term which means the process of defining tasks and jobs to achieve both organizational and employee goals.

c. Job enrichment: - Job enrichment employees increasing the contents of the job or the on purpose upgrading of responsibility scope and challenge in work. It is a motivational technique which importance the need for challenging and interesting work.

- **Miscellaneous techniques**

a. Survey feedback: - Information is collected through survey method. The managers use this information collected through survey or making decisions'. This data are analyzed by the team of managers. They find out the problem, evaluate the results and find out solutions. After this plans are prepared for making necessary changes.

b. Team building: - This method is specifically designed to make improvement in the ability of employees and motivating them to work together. These teams consist of employees of the same rank under supervisor. This technique is an application of sensitivity training to the team of different departments.

7.6 Significance or Advantages of OD or objectives

- **Provides Recognition** :- It provides opportunity for people to function as human being rather than near resources in the productive process
- **Increase effectiveness:** - Seeks to make organization more effective in meeting all its goals.
- **Competitive Environment:** - Tries to create an environment in which existing and challenging work can be found.

- **Improve employee power:** - Gives people in organization the changes to influences and how they relate to work. The organization and the work environment.
- **Defines company's strategy:** - It clearly defines strategic directions, company goals and objectives.
- **Defines Company's Structure :-** Defines company structure, it gives orderly well planned analysis of alternative organizational structure
- **Helps in Analysis:** - It provides recommendations regarding present, short-term, and proposed organizational changes such as changes in reporting relationship. The need for new positions and need for new people skills, redefined job positions, increased emphasizes in certain activity areas and changes in the levels of authority.

8. Organizational Effectiveness

8.1 Definition

An organization is said to be effective if it is able to achieve its goals.

8.2 Indicators or measuring of Organizational effectiveness

- **Innovation:** - The term innovation refers to making meaningful change to improve products, process or organizational effectiveness. Innovational involves the adoption of the idea process technology product or business model that is either new to its proposed applications. Innovation is also an indicator of organizational effectiveness.
- **Results:** - It refers to outputs and outcomes achieved by the organization. Result are evaluated on the basis of current performance this ultimately reflects organizational effectiveness
- **Productivity:** - It refers to measures of the efficiency of the resources used. It also indicates organizational effectiveness. Such as the work force machine, materials, energy and capital. The productivity concept applies as well to the total resources used in producing outputs.
- **Absence:** - Absence rates can tell the researcher something about the effectiveness of the organization. Valid indicator of effectiveness
- **Fiscal Indicators:** - Profit, financial turnover of the organization, and the other fiscal indicators are clearly open to a huge range of external factors making the difficult as few indicators of the organizational effectiveness.

- **Perception of corporate performance:** - This suggests that it may be possible to obtain subjective perceptual data on corporate effectiveness with some confidence.

8.3 Achieving or approaches organizational effectiveness

- **Goal attainment approach:** - The goal attainment approach to effectiveness has been the most widely discussed approach in the evaluation of organizational effectiveness. Scott tentatively defines goals as consumptions of desired ends conditions that participants attempt to effect through the performance of the task activities. Organizational goals can be determined using either official.
- **Systems Approach:** - A system approach is the set of interrelated but separate parts working towards a common purpose. The arrangement of elements must be orderly and theirs must be proper communication facilitating interaction between the elements and finally the interaction should lead to achieve the common goal. The interdependence between the organization and its environment is in the form of input and output transactions.
- **Strategic approach:** - Under this approach the effectiveness of the organization depends on the how best it draws the inputs how efficiently it covers its inputs into outputs and how appropriately it meets the need of the relevant environment. The strategic constituencies that determine effectiveness or owners managers employees, customers, suppliers and the government, **example:** - Employers should be able to implement policies and produce products and services that are required by the consumers. If all the elements of the organizational functions in union it will be able to retain the customers and enlarge the customers base.
- **Competing – values approach:** - It presents a common framework for estimating organizational effectiveness. The entire concept is based on functional fact, which is clear from its title that different people comprising the organizational such as stock holders, creditors, Workers, thinkers are specialist will evaluate effectiveness of organization.

9. Gender diversity at workplace

9.1 Meaning

Gender diversity in the work place is the equal treatment and acceptance of both males and females in an organizational. Diversity adds values to the company's bottom line due to the different viewpoints and backgrounds of various individuals. Gender diversity means the part of males to the females in the workplace.

9.2 Developing gender – sensitive workplace

- **Committee for handling gender workplace** :- Providing safe and secure workplace for women staff
- **Relaxation of working hours for women:** - The relation of working hours for women extending work related to concessions and relaxation for women's staff depending upon the situation and requirements., Example:- Proving secure transport facilities when the work late hours.
- **Unfriendly work Environment** :- Overall appropriate work conditions should be provided in the aspect of work, lesser, health and hygienic to further ensure that there is no unfriendly environment towards women at work places
- **Ensuring Women participation:** - Strategic orientation to the staff in the field based programs and support initiatives towards increasing women's access, control and ownership over the natural resources, process and organizations.
- **Gender development programs:** - Empowering women members of communities by informing them about their rights and laws of the land, and ensuring capacity compulsory through trainings to bring leadership qualities in them.

9.3 Benefits of gender diversity at workplace

- **Equality at work:** - Men and women's are also similar in the desire for the work place flexibility. That balancing work and personal responsibilities is not a simply women's issue. All though women face more challenges in achieving work life balance, Women and men equally desire the variety of informal and formal work arrangements. Clearly work place flexibility is no longer just about women and child care, but is more likely a quality of life issue for all employees.
- **Satisfaction at workplace:** - The majority of both women and men report comfort with her choices. In terms of work satisfaction 75 % or more of both genders are satisfied with the current positions. The employers and the respect with which they are treated by a company leadership.
- **Dignity at work place:** - Employees are viewed as big assets of the company now days which increases organizational efficiency. Companies are committed to implementing and promoting measures to protect the dignity of employees and to encourage respect for others at work
- **Motivation:** - It is an integral part of business strategy for corporate employees to sustain work pressure. A few small and medium companies have also become aware and put policies in place

Important 2 marks

1. List out the factors effecting organizational climate?
2. Definition and meaning of Organizational culture and climate
3. What is mean by job satisfaction?
4. What is the purpose of change management?
5. What are the major external reasons for change?
6. What do you mean by reactive change?
7. Define organizational change
8. What is proactive change?
9. List the general approach to handle resistance in an organization
10. Define Stress
11. What is quality of work life?
12. What is mean by Organizational development and effectiveness?
13. What are the factors influencing organizational effectiveness?
14. Distinguish between conflict and competition (General Question – Self study)

Important 16 Marks (Be clear in either one part and another part go-through once)

1. Part A (Organizational culture, climate and job satisfaction. Change.)
OR
2. Part B (Stress Management , Organizational Development and effectiveness)