

## Unit I BBA III Sem Organizational Behaviour

Organizational behaviour is the study and application of knowledge about how people act within an organization. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organization.”— **Newstrom and Davis**.

Organizational behavior is directly concerned with the understanding, production and control of human behavior in organizations.”—**Fred Luthans**.

“Organizational behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior within the organizations for the purpose of applying such knowledge toward improving an organization’s effectiveness.”—**Stephens P. Robbins**.

### **Top 5 Models of Organizational Behavior**

#### **1. Autocratic Model:**

The basis of this model is the power of the boss.

Max Weber defined, power as, “the probability that one actor, within a social relationship, will be in a position to carry out his own will despite resistance.”

Walthernd defined power as, “the ability to influence flow of available energy and resources towards certain goals as opposed to other goals. Power is assumed to be exercised only when these goals are at-least partially in conflict with each other.”

#### **The essential features of this model are as follows:**

(i) Organization with an autocratic environment is authority oriented. This authority is delegated by the right of command over the people to whom it applies. The management believes that it is the best judge to determine what is better for the health of both the organisation and its participants and that the employees’ obligation is to follow orders. It assumes that the employees have to be directed, persuaded and pushed into performance. Management does the thinking and employees obey the orders. This view of managing organisations has been developed by D. McGregor in his theory X. This conventional view leads to tight control of employees at work.

(ii) Under autocratic model, the employee’s orientation is obedience to the boss; they need not be respectful to him. The bosses have absolute power to hire fire and perspire employees. The employees depend upon the boss and are paid minimum wages for minimum performance. This theory of scientific management was developed by F.W. Taylor as the conventional view of management. The employees sometimes give minimum performance, though reluctantly because they have to satisfy the subsistence needs of themselves and their families. Some employees give higher performance because of a drive to overcome challenges. According to the research of David C. McClelland of Harvard University, “some people like to work under strong authority because they feel that their boss is a natural born leader.”

(iii) The autocratic model has been successful in some situations where the workers are actually lazy and have a tendency to shirk work. It is also required in the situation? where the work to be done is time bound. The threat generally used by the managers is that the reward or wages will be withheld if the workers do not obey them.

(iv) The leadership in an autocratic model is negative because the employees are uninformed, insecure and afraid.

(v) Nowadays, this model is not applicable in strict sense because there are minimum wages laws in most of the countries. Thus, the managers cannot threaten to cut down the wages or rewards of the workers. Moreover, the workers are educated and organised, thus they cannot be dictated to by the managers all the time.

## **2. The Custodial Model:**

To overcome the shortcomings of the Autocratic model, the custodial model came into existence. The insecurity and frustration felt by the workers under the autocratic model sometimes led to aggression towards the boss and their families. To dispel this feeling of insecurity and frustration, the need was felt to develop a model which will improve the employer-employee relations. The custodial model was used by the progressive managers.

### **Some of the important features of this model are as explained below:**

(i) The success of the Custodial Model depends upon the economic resources because this model emphasizes the economic rewards and benefits. Since employee's physiological needs are already met the employer looks to security needs as a motivating force.

(ii) The employees under Custodial Model depend upon organisation rather than their boss. If the organisation has got good welfare and development programmes for the employees, they cannot afford to leave the organisation.

(iii) Under this model, the employees are satisfied and happy and they are not strongly motivated. So they give only passive cooperation. They do not work more vigorously than under the autocratic approach.

(iv) The main benefit of this model is that it brings security and satisfaction to the employees.

(v) The difficulty, with this model is that it depends upon material rewards only to motivate the employees. But the workers have their psychological needs also.

Due to the drawbacks of this method, a search began to find out the best way to motivate the workers so that they produce with their full capacity and capabilities.

## **3. The Supportive Model:**

The supportive model has originated from the 'Principles of Supportive Relationships.' According to Rensis Likert, "The leadership and other processes of the organisation must be such as to ensure a maximum probability that in all interactions and all relationships with the organisation, each member will, in the light of his background, values and expectations, view the experience as supportive, and one which builds and maintains his sense of personal worth and importance."

### **The main features of this model are as follows:**

(i) The Supportive Model depends on leadership instead of power or money. Management, with the help of leadership try to create a favourable organisational climate in which the employees are helped to grow to the greater capacities and achieve things of which they have the capability, in compliance with the goals of the organisation.

(ii) The leader assumes that the worker will take responsibility, make their contributions and improve themselves, if given a chance. It is assumed that the workers are not lazy and work shirkers by nature. If properly motivated, they can be self directed and creative to the organisation.

(iii) It should be the orientation of the management to support the employees' job performance, rather than simply giving them payments and benefits as in the custodial approach.

(iv) This model takes care of the psychological needs of the employees in addition to their subsistence and security needs. It is similar to McGregor's theory and the human resources approach to people.

(v) This model is an improvement over the earlier two models. Supportive behaviour helps in creating friendly superior-subordinate interaction with a high degree of confidence and trust. This model has been found to be effective in affluent countries where the workers are more concerned about their psychological needs like high self esteem, job satisfaction etc. But it has limited application in India, where the majority of the workers are below the poverty line. For them, the most important requirement is the satisfaction of their physiological needs and security. They are not much concerned about the psychological needs.

#### **4. The Collegial Model:**

The collegial model is an extension of the supportive model. The Dictionary meaning of collegial is a body of persons having a common purpose. As is clear from the meaning, this model is based upon the partnership between employees and the management.

##### **The features of this model are as follows:**

(i) This model creates a favourable climate in the organisation as the workers feel that they are the partners in the organisation. They don't see the managers as their bosses but as joint contributors. Both the management and workers accept and respect each other.

(ii) The collegial model inculcates the team spirit in an organisation. The workers accept responsibilities because they find it their obligation to do so, not because that they will be punished by the management. This helps in developing a system of self discipline in the organisation.

(iii) In this kind of collegial environment, the workers have job satisfaction, job involvement, job commitment and some degree of fulfillment.

(iv) The collegial model is especially useful in research laboratories and similar work situations.

After studying all the four models it becomes very clear that there is no single model which is best suited to the requirements of all the organisations. The managers will have to make use of a combination of models depending upon the circumstances of the case. But keeping in view the emergence of professional management, we can say that the use of Supportive and Collegial will be more as compared to the Autocratic and Custodial Models.

## **5. Other Models:**

Some models of organisational behaviour can also be classified by a number of approaches.

**A few of these models are as explained below:**

### **(i) Normative Models:**

The normative models seek to find out that what should be done to produce optimum results. These models are concerned with the determination of optimum actions. Most of the management theories are comprised of the normative models, because while preparing the plans and policies the management is more concerned with what should be done or what should not be done by the managers and the employees.

### **(ii) Empirical Models:**

While the normative models are concerned with what should be done, the empirical models describe the activities the employees actually perform. This model becomes an integral part of organisational behaviour because organisational behaviour is concerned with what is actually taking place in the organisations and how do people actually behave.

### **(iii) Ecological Models:**

No business enterprise can exist in a vacuum. It has to continuously interact with the environment. All the functions of the organisation are affected by the environment as the environment supplies the inputs which are converted by the organisation into outputs. Through a process of feedback output causes the emergence of new inputs.

This interaction between the organisation and environment is known as ecological interaction and this is the crux of ecological approach. Models which deal with the changes which take place in the environment and which understand the complexities of environment are ecological models.

### **(iv) Non-Ecological Models:**

As the name suggests this model is the opposite of ecological model. Whereas the ecological model accepts that the environment is complex and changes keep on taking place, the non-ecological models assume stability in the environment and that everything will remain the same. This model does not help in generalizing that what will happen in future. In the modern day world, when the environmental factors are assuming a lot of importance, this model is not very useful.

### **(v) Ideographic Models:**

The models that are developed to deal with specific cases or unique situations are called ideographic models. This model deals with situations like single nation, single organisation, single group, individual, biography, historical episode etc. When the organisational behaviour is concerned with micro-level analysis this model is generally used.

### **(vi) Nomothetic Models:**

These models deal with general situations. These are concerned with theory building on the macro level basis. These are concerned with generalizations, laws, hypothesis which indicates regularity of behaviour and correlation between variables. These models deal with situations like cross country, cross organisation, cross group, cross individual analysis of organisational system. To summaries, we can say that organisational behaviour is a field of study that investigates the impact that individuals, groups and structure have on behaviour within an organisation and then the results of the investigations are applied to make organisations work more effectively.

Organisational behaviour uses systemic studies to improve predictions of behaviour that would be made from instructions of the management alone. But, because each organisation is different from the other one, we have to find organisational behaviour model which will suit that particular organisation. Organisational behaviour offers both challenges and opportunities for the managers and it also offers guidance to the managers in creating an ethically healthy working environment.

	<b>Autocratic</b>	<b>Custodial</b>	<b>Supportive</b>	<b>Collegial</b>
<b>Basis of Model</b>	Power	Economic sources	Leadership	Partnership
<b>Managerial orientation</b>	Authority	Money	Support	Teamwork
<b>Employee orientation</b>	Obedience	Security and benefits	Job performance	Responsible behaviour
<b>Employee Psychological result</b>	Dependence on boss	Dependence on organization	Participation	Self-discipline
<b>Employee needs met</b>	Subsistence	Security	Status and recognition	Self-actualization
<b>Performance result</b>	Minimum	Passive co-operation	Awakened drives	Moderate enthusiasm

## **Frederick Taylor and Scientific Management**

### **Historical Perspective**

One of the earliest of these theorists was Frederick Winslow Taylor. He started the Scientific Management movement, and he and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity. Taylor's philosophy focused on the belief that making people work as hard as they could was not as efficient as optimizing the way the work was done.

In 1909, Taylor published "The Principles of Scientific Management." In this, he proposed that by optimizing and simplifying jobs, productivity would increase. He also advanced the idea that

workers and managers needed to cooperate with one another. This was very different from the way work was typically done in businesses beforehand. A factory manager at that time had very little contact with the workers, and he left them on their own to produce the necessary product. There was no standardization, and a worker's main motivation was often continued employment, so there was no incentive to work as quickly or as efficiently as possible.

Taylor believed that all workers were motivated by money, so he promoted the idea of "a fair day's pay for a fair day's work." In other words, if a worker didn't achieve enough in a day, he didn't deserve to be paid as much as another worker who was highly productive.

With a background in mechanical engineering, Taylor was very interested in efficiency. While advancing his career at a U.S. steel manufacturer, he designed workplace experiments to determine optimal performance levels. In one, he experimented with shovel design until he had a design that would allow workers to shovel for several hours straight. With bricklayers, he experimented with the various motions required and developed an efficient way to lay bricks. And he applied the scientific method to study the optimal way to do any type of workplace task. As such, he found that by calculating the time needed for the various elements of a task, he could develop the "best" way to complete that task.

These "time and motion" studies also led Taylor to conclude that certain people could work more efficiently than others. These were the people whom managers should seek to hire where possible. Therefore, selecting the right people for the job was another important part of workplace efficiency. Taking what he learned from these workplace experiments, Taylor developed four principles of scientific management. These principles are also known simply as "Taylorism".

### **Four Principles of Scientific Management**

Taylor's four principles are as follows:

1. Replace working by "**rule of thumb**," or simple habit and common sense, and instead use the scientific method to study work and determine the most efficient way to perform specific tasks.
2. Rather than simply assign workers to just any job, match workers to their jobs based on capability and motivation, and train them to work at maximum efficiency.
3. Monitor worker performance, and provide instructions and supervision to ensure that they're using the most efficient ways of working.
4. Allocate the work between managers and workers so that the managers spend their time planning and training, allowing the workers to perform their tasks efficiently.

### **Critiques of Taylorism**

Taylor's Scientific Management Theory promotes the idea that there is "one right way" to do something. As such, it is at odds with current approaches such as **MBO** (Management By Objectives), **Continuous Improvement** initiatives, **BPR** (Business Process Reengineering),



and other tools like them. These promote individual responsibility, and seek to push decision making through all levels of the organization.

## **The Hawthorne Studies**

The Hawthorne studies were conducted on workers at the Hawthorne plant of the Western Electric Company by Elton Mayo and Fritz Roethlisberger in the 1920s. The Hawthorne studies were part of a refocus on managerial strategy incorporating the socio-psychological aspects of human behavior in organizations.

### **Some of the major phases of Hawthorne experiments are as follows:**

**1. Illumination Experiments 2. Relay Assembly Test Room Experiments 3. Mass Interviewing Programme 4. Bank Wiring Observation Room Experiment.**

1. Experiments to determine the effects of changes in illumination on productivity, illumination experiments, 1924-27.
2. Experiments to determine the effects of changes in hours and other working conditions on productivity, relay assembly test room experiments, 1927-28;
3. Conducting plant-wide interviews to determine worker attitudes and sentiments, mass interviewing programme, 1928-30; and
4. Determination and analysis of social organization at work, bank wiring observation room experiments, 1931-32.

#### **1. Illumination Experiments:**

Illumination experiments were undertaken to find out how varying levels of illumination (amount of light at the workplace, a physical factor) affected the productivity. The hypothesis was that with higher illumination, productivity will increase. In the first series of experiments, a group of workers was chosen and placed in two separate groups. One group was exposed to varying intensities of illumination.

Since this group was subjected to experimental changes, it was termed as experimental group. Another group, called as control group, continued to work under constant intensities of illumination. The researchers found that as they increased the illumination in the experimental group, both groups increased production. When the intensity of illumination decreased, the production continued to increase in both the groups.

The production in the experimental group decreased only when the illumination was decreased to the level of moonlight. The decrease was due to light falling much below the normal level.

Thus, it was concluded that illumination did not have any effect on productivity but something else was interfering with the productivity. At that time, it was concluded that human factor was

important in determining productivity but which aspect was affecting, it was not sure. Therefore, another phase of experiments was undertaken.

## **2. Relay Assembly Test Room Experiments:**

Relay assembly test room experiments were designed to determine the effect of changes in various job conditions on group productivity as the illumination experiments could not establish relationship between intensity of illumination and production. For this purpose, the researchers set up a relay assembly test room two girls were chosen.

These girls were asked to choose for more girls as co-workers. The work related to the assembly of telephone relays. Each relay consisted of a number of parts which girls assembled into finished products. Output depended on the speed and continuity with which girls worked. The experiments started with introducing numerous changes in sequence with duration of each change ranging from four to twelve weeks.

An observer was associated with girls to supervise their work. Before each change was introduced, the girls were consulted. They were given opportunity to express their viewpoints and concerns to the supervisor. In some cases, they were allowed to take decisions on matters concerning them.

### **Following were the changes and resultant outcomes:**

1. The incentive system was changed so that each girl's extra pay was based on the other five rather than output of larger group, say, 100 workers or so. The productivity increase as compared to before.
2. Two five- minute rests one in the morning session and other in evening session were introduced which were increased to ten minutes. The productivity increased.
3. The rest period was reduced to five minutes but frequency was increased. The productivity decreased slightly and the girls complained that frequent rest intervals affected the rhythm of the work.
4. The number of rest was reduced to two of ten minutes of each, but in the morning, coffee or soup was served along with the sandwich and in the evening, snack was provided. The productivity increased.
5. Changes in working hours and workday were introduced, such as cutting an hour off the end of the day and eliminating Saturday work. The girls were allowed to leave at 4.30 p.m. instead of usual 5.00 p.m. and later at 4.00 p.m. productivity increased.

As each change was introduced, absenteeism decreased, morale increased, and less supervision was required. It was assumed that these positive factors were there because of the various factors being adjusted and making them more positive. At this time, the researchers decided to revert back to original position, that is, no rest and other benefits. Surprisingly, productivity increased further instead of going down.

This development caused a considerable amount of redirection in thinking and the result implied that productivity increased not because of positive changes in physical factors but because of the change in girls' attitudes towards work and their work group.



They developed a feeling of stability and a sense of belongings. Since there was more freedom of work, they developed a sense of responsibility and self-discipline. The relationship between supervisor and workers became close and friendly.

### **3. Mass Interviewing Programme:**

During the course of experiments, about 20,000 interviews were conducted between 1928 and 1930 to determine employees' attitudes towards company, supervision, insurance plans, promotion and wages. Initially, these interviews were conducted by means of direct questioning such as "do you like your supervisor?" or "is he in your opinion fair or does he have favorites?" etc.

this method has disadvantage of stimulating antagonism or the oversimplified 'yes' or 'no' responses which could not get to the root of the problem, the method was changed to non-directive interviewing where interviewer was asked to listen to instead of talking, arguing or advising. The interview programme gave valuable insights about the human behavior in the company.

### **Some of the major findings of the programme were as follows:**

1. A complaint is not necessarily an objective recital of facts; it is a symptom of personal disturbance the cause of which may be deep seated.
2. Objects, persons or events are carriers of social meanings. They become related to employee satisfaction or dissatisfaction only as the employee comes to view them from his personal situation.
3. The personal situation of the worker is a configuration, composed of a personal preference involving sentiments, desires and interests of the person and the social reference constituting the person's social past and his present interpersonal relations.
4. The position or status of worker in the company is a reference from which the worker assigns meaning and value to the events, objects and features of his environment such as hours of work, wages, etc.
5. The social organization of the company represents a system of values from which the worker derives satisfaction or dissatisfaction according to the perception of his social status and the expected social rewards.
6. The social demands of the worker are influenced by social experience in groups both inside and outside the work plant.

During the course of interviews, it was discovered that workers' behavior was being influenced by group behaviour. However, this conclusion was not very satisfactory and, therefore, researches decided to conduct another series of experiments. As such, the detailed study of a shop situation was started to find out the behavior of workers in small groups.

### **4. Bank Wiring Observation Room Experiment:**

These experiments were conducted to find out the impact of small groups on the individuals. In this experiment, a group of 14 male workers were formed into a small work group. The men were engaged in the assembly of terminal banks for the use in telephone exchanges.

The work involved attaching wire with switches for certain equipment used in telephone exchanges. Hourly wage for each worker was fixed on the basis of average output of each worker. Bonus was also payable on the basis of group effort.

It was expected that highly efficient workers would bring pressure on less efficient workers to increase output and take advantage of group incentive plan. However, the strategy did not work and workers established their own standard of output and this was enforced vigorously by various methods of social pressure. The workers cited various reasons for this behavior viz. fear of unemployment, fear of increase in output, desire to protect slow workers etc.

The Hawthorne experiments clearly showed that a man at work is motivated by more than the satisfaction of economic needs. Management should recognise that people are essentially social beings and not merely economic beings. As a social being, they are members of a group and the management should try to understand group attitudes and group psychology.

**The following were the main conclusions drawn by Prof. Mayo on the basis of Hawthorne studies:**

**1. Social Unit:**

A factory is not only a techno-economic unit, but also a social unit. Men are social beings. This social characteristic at work plays an important role in motivating people. The output increased in Relay Room due to effectively functioning of a social group with a warm relationship with its supervisors.

**2. Group Influence:**

The workers in a group develop a common psychological bond uniting them as a group in the form of informal organization. Their behavior is influenced by these groups. Pressure of a group, rather than management demands, frequently has the strongest influence on how productive workers would be.

**3. Group Behavior:**

Management must understand that typical group behavior can dominate or even supersede individual propensities.

**4. Motivation:**

Human and social motivation can play even a greater role than mere monetary incentives in moving or motivating and managing employee group.

**5. Supervision:**

The style of supervision affects worker's attitude to work and his productivity. A supervisor who is friendly with his workers and takes interest in their social problems can get co-operation and better results from the subordinates.

**6. Working Conditions:**

Productivity increases as a result of improved working conditions in the organization.

**7. Employee Morale:**

Mayo pointed out that workers were not simply cogs, in the machinery, instead the employee morale (both individual and in groups) can have profound effects on productivity.

**8. Communication:**

Experiments have shown that the output increases when workers are explained the logic behind various decisions and their participation in decision making brings better results.

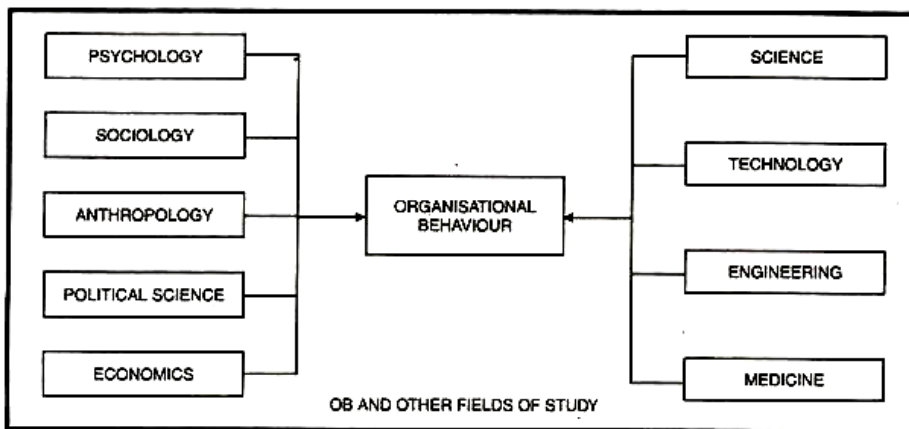
### 9. Balanced Approach:

The problems of workers could not be solved by taking one factor i.e. management could not achieve the results by emphasizing one aspect. All the things should be discussed and decision be taken for improving the whole situation. A balanced approach to the whole situation can show better results.

### Organizational Behavior and Other Fields of Study

Organizational behaviour is an interdisciplinary approach as it has borrowed concepts, theories, models and practices of physical sciences as well as social sciences. The main features of organizational behaviour are primarily based on behavioral sciences. The organizational behavior is studied in relation to psychology, sociology, political science, anthropology, economics, science, technology and environmental sciences. OB is, in fact, called an applied behavioral science.

**The relationship of OB with other fields of study is depicted in the following diagram:**



### **Psychology:**

The term 'psychology' is derived from the Greek Word 'Psyche' which means 'soul' or 'spirit'. Organizational behavior studies human behaviour which is concerned mainly with the psychology of the people. Psychology, especially, industrial or organizational psychology is the greatest contributor to the field of organizational behavior. Psychologists study behaviour and industrial or organizational psychologists deal specifically with the behaviour of people in organizational settings.

Psychology as a science, measures, explains and suggests the appropriate human behaviour. Individual behaviour is governed by perception, learning and personality. Industrial psychology understands people's behaviour at work, particularly under different working conditions, stress, conflicts and other related behaviour of employees. Job satisfaction, performance appraisals and reward systems are measured and directed with the use of psychological theories and models.

Group behaviour in the organisations is studied, researched and molded with the use of theories of Social Psychology. The communication system in the organisation, attitudes of employees, their needs etc. as a subject of social psychology have a great influence on behaviour. Thus, many of the concepts which interest psychologists e.g. learning, motivation etc. are also central to the students of organisational behaviour. We can conclude that the contribution of psychology in the field of organisational behaviour is quite significant.

### **Sociology:**

Sociology also has a major impact on the study of organisational behaviour. Sociology makes use of scientific methods in accumulating knowledge about the social behaviour of the groups. Sociologists study social systems such as a family, an occupational class, a mob or an organisation. It specifically studies, social groups, social behaviour, society, customs, institutions, social classes, status, social mobility, prestige etc.

It studies the behaviour of the people in the society in relation to their fellow human beings. Sociology contributes to organisational behaviour through its contribution to the study of interpersonal dynamics like leadership, group dynamics, communication etc. Socialisation is accepted for molding the behaviour of people where the capacities of individuals to learn and respond to social systems, values, norms and social roles are accelerated and appreciated. The attitudes and behavioural patterns of individuals and groups are greatly influenced by socialisation.

### **Anthropology:**

Anthropology is concerned with the interactions between people and their environment, especially their cultural environment. Culture is a major influence on the structure of organisations as well as on the behaviour of people within organisations. 'Anthropo' is a Greek word which means 'man' and 'logy' means 'Science'. Aristotle defined anthropology as a science of man's self understanding. It particularly studies civilization, forms of cultures and their impact on individuals and groups, biological features of man and evolutionary pattern, speech and relationship among languages.

Anthropology contributes in understanding the cultural effects on organisational behaviour, effects of value systems, norms, sentiments, cohesion and interaction. Socialization involves spreading of values and missions of organisation among employees. Anthropology influences the employees' behaviour through motivation, interaction, goal setting, decision making, coordinating and controlling.

### **Political Science:**

In recent times, political science has also started interesting the organisational behaviourists. Political Science is usually, thought of as the study of political systems. But political scientists are interested in how and why people acquire power, political behaviour, decision making, conflict, the behaviour of interest groups and coalition formation. These are also major areas of interest in organisational behaviour.

Political parties and Government directly intervene in many activities of the organization. Specific principles of political science are observed in organisational behaviour for delegation of authority and responsibility, conflict resolution and stress management.

In organisations, people strive for power and leadership recognition. Political Science helps in the management of men in an effective and efficient manner. Political perspectives and government policies are thoroughly analyzed for molding and modifying the behaviour of

people, because they greatly influence the organisation. The law and order of the country influence the people at work.

### **Economics:**

Economists study the production, distribution and consumption of goods and services. Students of organizational behavior share the economist's interest in such areas as labour market dynamics, productivity, human resource planning and forecasting, and cost benefit analysis.

The economic conditions of a country have long lasting impact on organizational behavior. If psychological and economic expectations of employee are met, they are satisfied and become high performers. Economic systems include financial, commercial and industrial activities which have greater influences on the behaviour of the people. The consumption pattern in society monitors the behaviour of employees. Consumption oriented society witnesses a different employee behaviour from that of a production oriented society.

### **Science:**

Science is systematized knowledge. The scientific methods attempt to produce information that is objective in the sense that it is certifiable and independent of a person's opinions or preferences. Scientific method is the backbone of organizational behavior. Organizational behavior is based on the systematized study of facts, behavior, their relationships and predictions.

### **Technology:**

The level of technological development affects the behavior of the employees. Modern age is the age of computerization. It has come within the framework of the model of organizational behavior. The study of technological development is becoming essential for understanding the organizational behavior, because people are influenced by the technological development. Human behavior relations and environments develop as a result of technological innovations.

Technology changes consumer behavior, production activities, and distribution and storage activities. To cope up with the technological development people have to become educated and/or technically skilled. They should have to be responsibility conscious and development oriented. Unskilled or irresponsible will have no place in the modern innovative age. Thus, technological development leads to effective work behavior, improved organizational culture and helpful work environment.

### **Engineering:**

Engineering also influences the study of organizational behavior. Some topics are common to engineering as well as organizational behavior e.g. work measurement, productivity measurement, work flow analysis, work design, job design and labour relations. In fact, organizational behavior is dependent on engineering for these technical jobs.

### **Medicine:**

Nowadays, medicine has also come in connection with the study of human behavior at work. Stress is becoming a very common problem in the organizations as well as in the people working in the organizations. Research shows that controlling the causes and consequences of stress in and out of organizational settings, is important for the well being of the individual as well as the organizations. Medicine helps in the control of stress as well as stress related problems.

# **Perception: Meaning, Definition, Nature and Importance**

## **Meaning and Definition of Perception:**

“Perception is the process through which the information from outside environment is selected, received, organised and interpreted to make it meaningful to you. This input of meaningful information results in decisions and actions.”

“Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.”

According to Joseph Reitz, “Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling. The study of these perpetual processes shows that their functioning is affected by three classes of variables—the objects or events being perceived, the environment in which perception occurs and the individual doing the perceiving.”

In simple words we can say that perception is the act of seeing what is there to be seen. But what is seen is influenced by the perceiver, the object and its environment. The meaning of perception emphasises all these three points.

## **Nature of Perception:**

### **Perception has been explained by Ajit Singh as follows:**

“Perception refers to the interpretation of sensory data. In other words, sensation involves detecting the presence of a stimulus whereas perception involves understanding what the stimulus means. For example, when we see something, the visual stimulus is the light energy reflected from the external world and the eye becomes the sensor. This visual image of the external thing becomes perception when it is interpreted in the visual cortex of the brain. Thus, visual perception refers to interpreting the image of the external world projected on the retina of the eye and constructing a model of the three dimensional world.”

From the above explanation it becomes clear that perception is something more than sensation. It correlates, integrates and comprehends diverse sensations and information from many organs of the body by means of which a person identifies things and objects, the sensations refer to.

Perception is determined by both physiological and psychological characteristics of the human being whereas sensation is conceived with only the physiological features. Thus, perception is not just what one sees with the eyes it is a much more complex process by which an individual selectively absorbs or assimilates the stimuli in the environment, cognitively organizes the perceived information in a specific fashion and then interprets the information to make an assessment about what is going on in one’s environment.

Perception is a subjective process, therefore, different people may perceive the same environment differently based on what particular aspects of the situation they choose to selectively absorb, how they organize this information and the manner in which they interpret it to obtain a grasp of the situation.

## **Importance of Perception:**

(i) Perception is very important in understanding the human behaviour, because every person perceives the world and approaches the life problems differently- Whatever we see or feel is not necessarily the same as it really is. It is because what we hear is not what is really said, but what we perceive as being said. When we buy something, it is not because it is the best, but because



we take it to be the best. Thus, it is because of perception, we can find out why one individual finds a job satisfying while another one may not be satisfied with it.

(ii) If people behave on the basis of their perception, we can predict their behaviour in the changed circumstances by understanding their present perception of the environment. One person may be viewing the facts in one way which may be different from the facts as seen by another viewer.

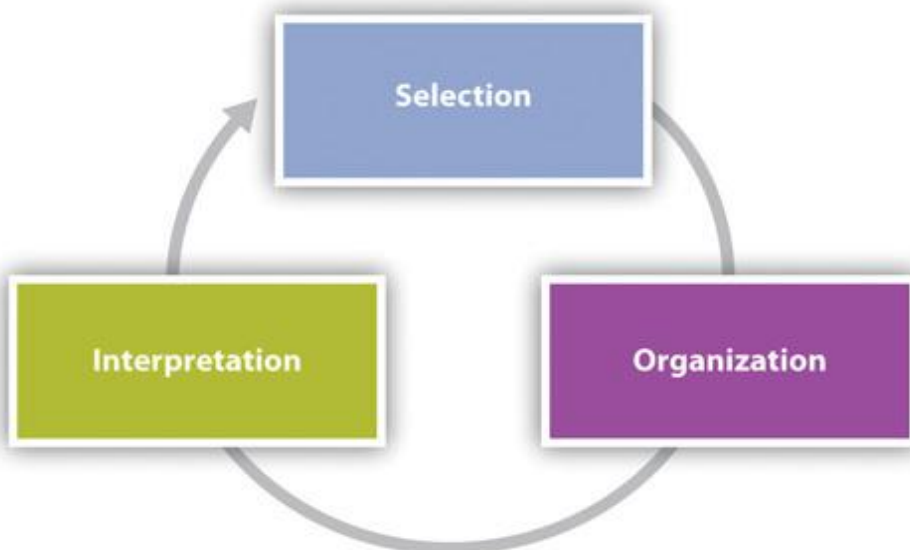
(iii) With the help of perception, the needs of various people can be determined, because people's perception is influenced by their needs. Like the mirrors at an amusement park, they distort the world in relation to their tensions.

(iv) **Perception** is very important for the manager who wants to avoid making errors when dealing with people and events in the work setting. This problem is made more complicated by the fact that different people perceive the same situation differently. In order to deal with the subordinates effectively, the managers must understand their perceptions properly.

Thus, for understanding the human behaviour, it is very important to understand their perception, that is, how they perceive the different situations. People's behaviour is based on their perceptions of what reality is, not on reality itself. The world as it is perceived is the world that is important for understanding the human behaviour.

## Perception Process

Perception is the process of selecting, organizing, and interpreting information. This process, which is shown in [Figure 2.1 "The Perception Process"](#), includes the perception of select stimuli that pass through our perceptual filters, are organized into our existing structures and patterns, and are then interpreted based on previous experiences. Although perception is a largely cognitive and psychological process, how we perceive the people and objects around us affects our communication. We respond differently to an object or person that we perceive favorably than we do to something we find unfavorable. But how do we filter through the mass amounts of incoming information, organize it, and make meaning from what makes it through our perceptual filters and into our social realities



**Selecting Information**

We take in information through all five of our senses, but our perceptual field (the world around us) includes so many stimuli that it is impossible for our brains to process and make sense of it all. So, as information comes in through our senses, various factors influence what actually continues on through the perception process (Fiske & Taylor, 1991). Selecting is the first part of the perception process, in which we focus our attention on certain incoming sensory information. Think about how, out of many other possible stimuli to pay attention to, you may hear a familiar voice in the hallway, see a pair of shoes you want to buy from across the mall, or smell something cooking for dinner when you get home from work. We quickly cut through and push to the background all kinds of sights, smells, sounds, and other stimuli, but how do we decide what to select and what to leave out

## **Organizing Information**

Organizing is the second part of the perception process, in which we sort and categorize information that we perceive based on innate and learned cognitive patterns. Three ways we sort things into patterns are by using proximity, similarity, and difference (Coren, 1980). In terms of proximity, we tend to think that things that are close together go together. For example, have you ever been waiting to be helped in a business and the clerk assumes that you and the person standing beside you are together? The slightly awkward moment usually ends when you and the other person in line look at each other, then back at the clerk, and one of you explains that you are not together. Even though you may have never met that other person in your life, the clerk used a basic perceptual organizing cue to group you together because you were standing in proximity to one another.

## **Interpreting Information**

Although selecting and organizing incoming stimuli happens very quickly, and sometimes without much conscious thought, interpretation can be a much more deliberate and conscious step in the perception process. Interpretation is the third part of the perception process, in which we assign meaning to our experiences using mental structures known as schemata. Schemata are like databases of stored, related information that we use to interpret new experiences. We all have fairly complicated schemata that have developed over time as small units of information combine to make more meaningful complexes of information.

## **Perceptual Selectivity**

Perceptual selection is the process by which people filter out irrelevant or less significant information so that they can deal with the most important matters.

Perceptual Selection is determined by

External Factors

Internal Factors

## **External Factors affecting perceptual selection:**

**Size:** The larger the size, the more likely it is to be perceived. The tallest person in the office will invariably be noticed.

**Intensity:** The more intense an external factor (bright light, loud noise, high pitch sound etc.) the more likely it is to be perceived. One may notice that the TV commercials always have high pitch as compared to normal telecast.

**Contrast:** External factors that stand out against the background or things that are not which people expect are more likely to be perceived.

**Motion:** A moving factor is more likely to be perceived than stationary factor. Films (motion pictures) attract people more than a static picture.

**Repetition:** A repeated factor is more likely to be noticed. Marketing managers use this principle in trying to get attention of the prospective customers.

**Novelty and familiarity:** Either novelty or familiarity will can attract attention. People would quickly notice a person riding an elephant on a busy street in Delhi. On the other hand, one is likely to spot a familiar face in a crowd or a familiar voice even if there is a lot of noise and confusion.

A combination of these or similar factor may be operating at any time to affect perception. Along with the internal factors, they determine whether any particular stimulus is more or less likely to be noticed.

### **Internal factors affecting perceptual selection:**

**Personality:** Personality has an interesting influence on what and how people perceive. For example, conscientious people tend to pay more attention to external environmental cues than does a less conscientious person. Less conscientious persons are impulsive, careless, and irresponsible. They see their environment as hectic and unstable which affects the way they make perceptual selections. On the other hand, more conscientious people organize their perceptions into neat categories, allowing themselves to retrieve data quickly and in an organized manner. In other words, they are careful, methodical, and disciplined in making perceptual selections.

**Learning:** Learning determines the development of perceptual sets. A perceptual set is an expectation of a particular interpretation based on past experiences with the same or an identical object. In organizational settings, past experiences of the managers and employees influence their perceptions to a great extent.

**Motivation:** A person's most urgent needs and desires at any particular time can influence perception. People perceive things that promise to help satisfy their needs and that they have found rewarding in the past. Also, according to Pollyanna principle, people process pleasant event more efficiently and accurately than they do unpleasant events. For example, an employee who receives both positive and negative feedback during the appraisal meeting may more easily and clearly remember the positive statements than the negative ones.

### **Perceptual Organization**

**Figure-ground:** Perceived objects stand out as separable from their general background. In the context of organizations, a company may import a new technology in order to compete in the globalized economy. Here import of a new technology is a figure and global competitive environment is the background. The employees will immediately notice the installation of new technology whereas the global competitive environment is not visible by naked eyes.

**Perceptual grouping:** There is a general tendency among individuals to group several stimuli together into a recognizable pattern. There are certain underlying uniformities in grouping. When simple constellations of stimuli are presented to people, they tend to group them together by closure, continuity, proximity, and similarity.

**Closure:** An individual may perceive a whole while one actually does not exists. The person's perceptual process closes the gaps that are unfilled by from sensory inputs. In a formal organization, employees may either see a 'whole' that does not exists or not be able to put the pieces together into a 'whole' that does exists. For example, head of a project team may take the view that the entire team agrees to his plan of action whereas there are differing views among the team members, which remains unarticulated in a formal manner. On the other hand, a functional team might view/perceive that their objectives are the objectives of the whole company.

**Continuity:** An individual tend to perceive continuous lines/patterns. This leads to inflexible thinking on the part of organizational members (both managers and employees). Thus, only the obvious, continuous patterns or relationships are perceived. For example, a new design for some production process or product may be limited to obvious flows or continuous lines/patterns. New innovative ideas or designs may not be perceived.

**Proximity:** A group of stimuli that are close together will be perceived as a whole pattern of parts belonging

together. For example, several employees in an organization may be identified as a single group because of physical proximity. Several workers who work on a particular process may be viewed as a single whole. If the output is low and the supervisor reports a number of grievances from the group, the management may perceive that all the workers working on that particular process are trouble makers whereas in some of them might be loyal and dedicated employees.

**Similarity:** The greater the similarity of stimuli, the greater is the tendency to perceive them as a common group. Similarity is conceptually related to proximity but in most cases stronger than proximity. In an organization, all employees who wear blue collars may be perceived as a common group, when in reality, each employee is a unique individual. This might also lead to perceptual error termed as stereotyping.

**Perceptual Constancy:** There are two issues. While objective reality of stimuli remains unchanged, people's subjective reality also remains constant. That is, the individual is likely to give meaning to stimuli in the same way whenever exposed to them unless and until objective reality has been revealed more broadly by way of undoing the perceptual errors. For example, a manager in the company who believes that female employees are poor performers would continue to have the same perception until and unless the latter prove that they are better than their male colleagues.

**Perceptual Context:** It gives meaning and value to simple stimuli in the environment. The organizational culture and structure provide the primary context in which workers and managers perceive things. Thus, a verbal order, an e-mail message, a new policy, a suggestion, a raised eyebrow, a pat on the back takes on special meaning and value when placed in the context of work organization.

### **Perceptual Errors:**

#### **Accuracy of judgment:**

**Similarity error:** People are predisposed towards those having similar traits, socio-economic-cultural background.

**Contrast error:** People tend to compare among the available resources and thus arrive at a conclusion that might be far from the objective reality.

**Race/gender/age bias:** People's perception may be tempered by their prejudices vis-à-vis race, gender, and age.

**First impression error:** People may hold a long-term view about a person or thing based on first impression.

**Perceptual defense:** People tend to defend the way they perceive things. Once established, a person's way of viewing the world may become highly resistant to change. Sometimes, perceptual defense may have negative consequences. This perceptual error can result in manager's inability to perceive the need to be creative in solving problems. As a result, the individual simply proceeds as in the past even in the face of evidence that business as usual is not accomplishing anything worthwhile.

**Stereotyping:** It is the belief that all members of a specific groups share similar traits and behaviour. Most often, a person is put into a stereotype because the perceiver knows only the overall category to which the person belongs. However, because each individual is unique, the real traits of the person are generally quite different from those that stereotype would suggest.

**Halo effect:** Under halo effect, a person is perceived on the basis of a single trait. It generally occurs during performance appraisal where the supervisor rates an employee on the basis of only one trait e.g. intelligence, punctuality, cooperativeness appearance etc.

**Projection:** It is the tendency of seeing one's own traits in others. Thus, individuals project their own feelings, personality characteristics attitudes, or motives onto others. Projection may be especially strong for undesirable traits that the perceivers possess but fail to recognize in themselves. People whose personality traits include stinginess, obstinacy, and disorderliness tend to rate others higher on these traits than do people who do not have these traits.

## **Attitude: Definition, Nature and Characteristics**

An attitude is a positive; negative or mixed evaluation of an object that is expressed at some level of intensity.

It is an expression of a favorable or unfavorable evaluation of a person, place, thing or event. These are fundamental determinants of our perceptions of, and actions toward all aspects of our social environment.

Attitudes involve a complex organization of evaluative beliefs, feelings, and tendencies toward certain actions.

How much we like or dislike something determines our behavior towards that thing.

We tend to approach, seek out or be associated with things we like; we avoid, shun or reject things we do not like.

Some examples of attitudes are- he has a positive attitude about the changes, she is friendly and has a good attitude, he was showing some attitude during practice today, so the coach benched him, I like my friends that means I am expressing my attitudes towards my friends, etc.

### **Definition of Attitude**

**Attitude is manner, disposition, feeling and position with regard to a person or thing, tendency or orientation especially in the mind.**

According to Gordon Allport, "An attitude is a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related."

Frank Freeman said, "An attitude is a dispositional readiness to respond to certain institutions, persons or objects in a consistent manner which has been learned and has become one's typical mode of response."

Thurstone said, "An attitude denotes the sum total of man's inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and other any specific topic."

Anastasi defined attitude as, "A tendency to react favorably or unfavorably towards a designated class of stimuli, such as a national or racial group, a custom or an institution."

According to N.L. Munn, "Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institution."

### **Characteristics of Attitude**



Attitude can be described as a tendency to react positively or negatively to a person or circumstances.

Thus the two main elements of attitude are this tendency or predisposition and the direction of this predisposition.

It has been defined as a mental state of readiness; organized through experience which exerts a directive or dynamic influence on the responses.

These can also be explicit and implicit.

Explicit attitudes are those that we are consciously aware of and that clearly influence our behaviors and beliefs. Implicit attitudes are unconscious, but still, have an effect on our beliefs and behaviors.

As said by psychologists Thomas which imposes limits as a level attitude trend is positive and negative, associated with the object of psychology.

Object psychology here include symbols, words, slogans, people, institutions, ideas and so on.

Characteristics of Attitude are;

1. Attitudes are the complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations.
2. It can fall anywhere along a continuum from very favorable to very unfavorable.
3. All people, irrespective of their status or intelligence, hold attitudes.



4. An attitude exists in every person's mind. It helps to define our identity, guide our actions, and influence how we judge people.
5. Although the feeling and belief components of attitude are internal to a person, we can view a person's attitude from his or her resulting behavior.
6. Attitude helps us define how we see situations, as well as define how we behave toward the situation or object.
7. It provides us with internal cognitions or beliefs and thoughts about people and objects.
8. It can also be explicit and implicit. Explicit attitude is those that we are consciously aware of an implicit attitude is unconscious, but still, have an effect on our behaviors.
9. Attitudes cause us to behave in a particular way toward an object or person.
10. An attitude is a summary of a person's past experience; thus, an attitude is grounded in direct experience predicts future behavior more accurately.
11. It includes certain aspects of the personality as interests, appreciation and social conduct.
12. It indicates the sum total of a man's inclinations and feelings.
13. An attitude is a point of view, substantiated or otherwise, true or false which one holds towards an idea, object or person.
14. It has aspects such as direction, intensity, generality or specificity.
15. It refers to one's readiness for doing Work.
16. It may be positive or negative and may be affected by age, position, and education.

Attitude may be defined as a feeling or disposition to favor or to be against objects, persons, and situations.

It is a well-defined object of reference. It may be defined as 'an enduring predisposition or readiness to react or behave in a particular manner to a given object or situation, idea, material or person'.

It describes and evaluates the action with respect to an object or a situation, with each belief having a cognitive effect and behavioral components.

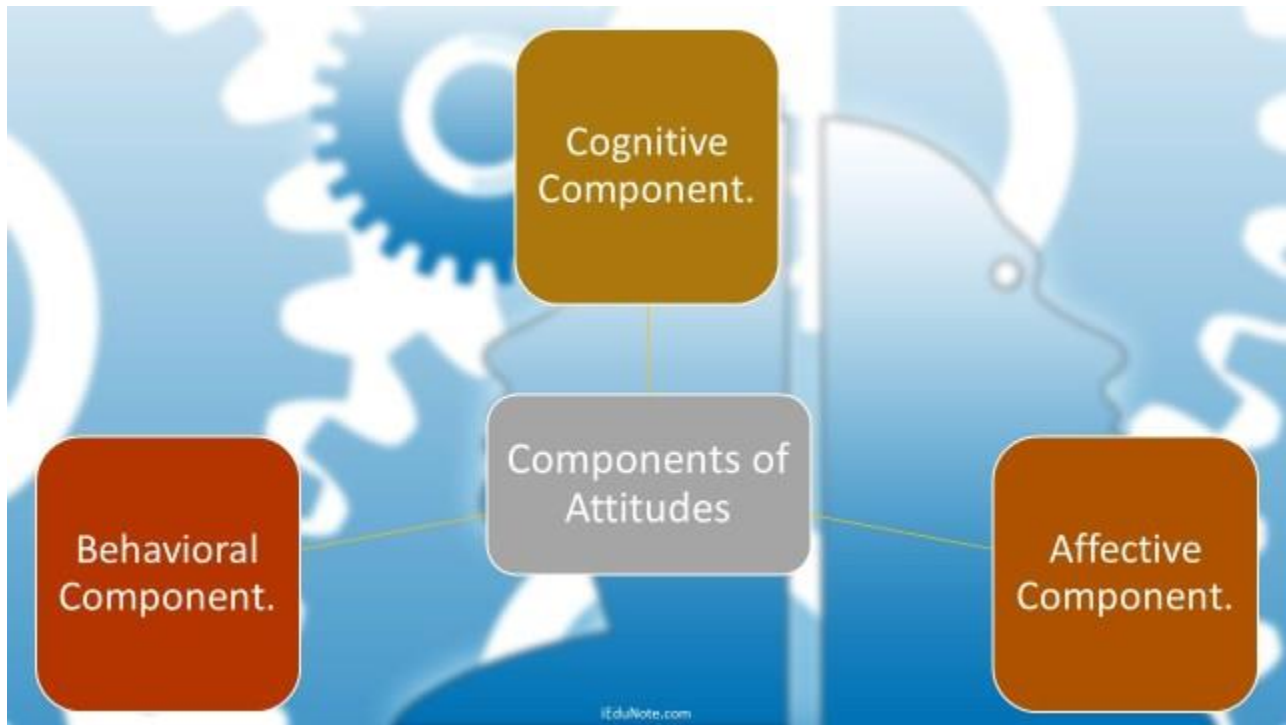
Each of these beliefs is a predisposition that results in some preferential response towards the object or the situation.

Actually, it is frequently used in describing people and explaining their behavior.

For example:-

“I like her attitude”, “He has a good attitude” etc. Actually, it is characterized by the tendency to feel and behave in a particular way toward some object.

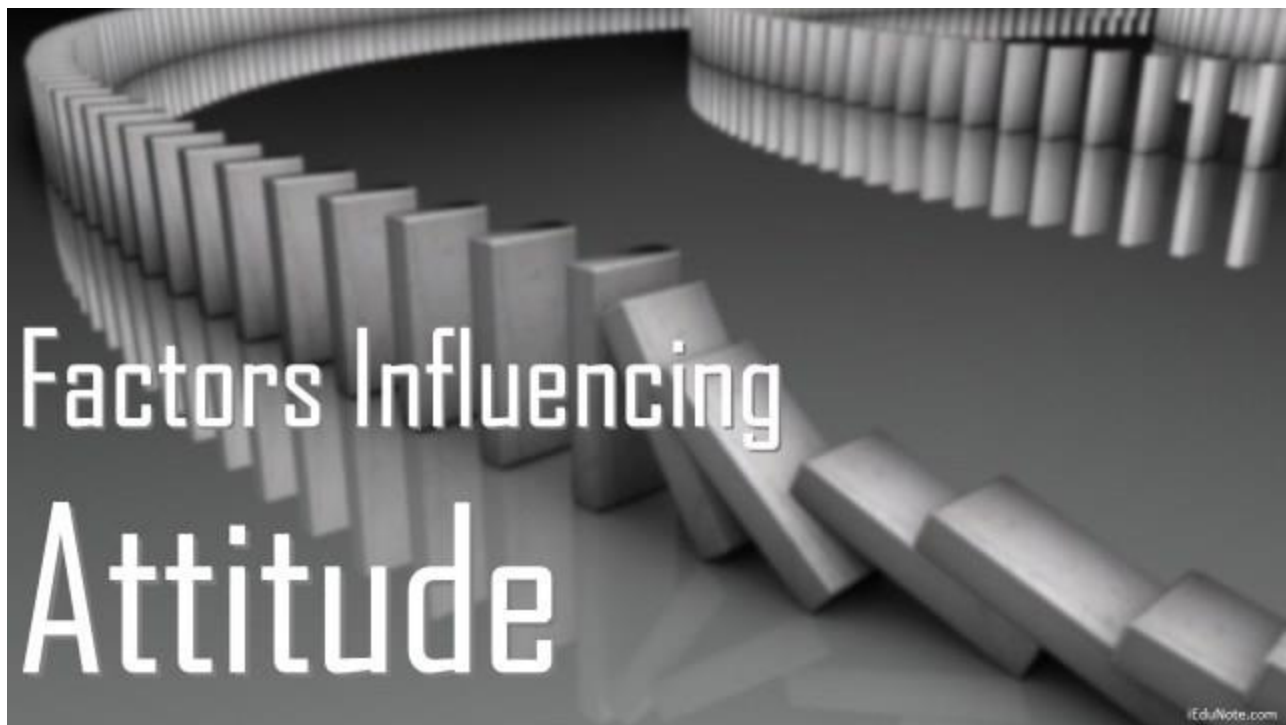
### **Components of Attitude**



Attitudes are simply expressions of much we like or dislike various things. Attitudes represent our evaluations, preferences or rejections based on the information we receive.

**3 components of attitude are (1) Cognitive Component, (2) Affective Component and (3) Behavioral Component.**

### **Factors Influencing Attitudes**



By attitudes, we mean the beliefs, feelings, and action tendencies of an individual or group of individuals towards objects, ideas, and people.

Attitudes involve some knowledge of a situation.

However, the essential aspect, of the attitude is found in the fact that some characteristic feeling or emotion is experienced and, as we would accordingly expect, some definite tendency to action is associated.

Subjectively, then, the important factor is the feeling or emotion.

There are a number of different factors that can influence how and why attitudes form. These are-

- Social Factors.
- Direct Instruction.
- Family.
- Prejudices.
- Personal Experience.
- Media.
- Educational and Religious Institutions.
- Physical Factors.

- Economic Status and Occupations.

Learn more about **factors influencing attitudes.**

## Types of Attitudes

# Types of Attitudes

- 1) Job Satisfaction
- 2) Job Involvement
- 3) Organizational Commitment.

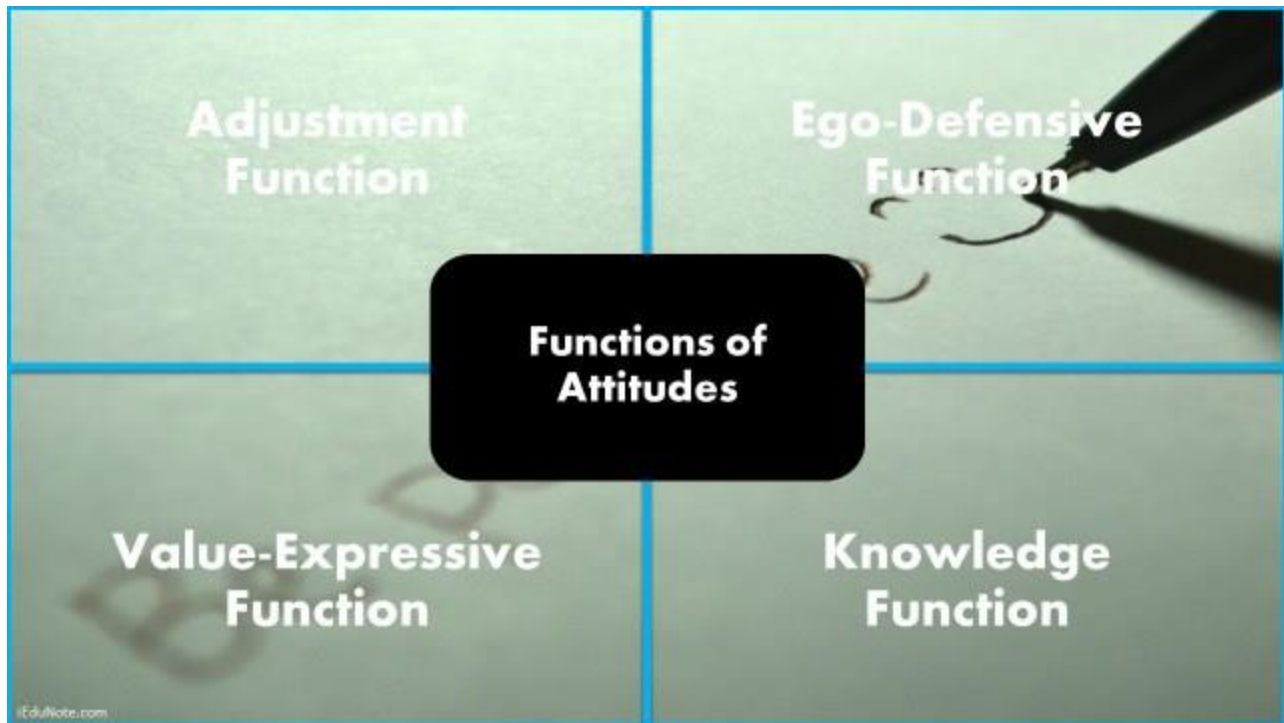


Attitude is something that lies between emotions and thought processing. It may be positive or negative.

### In organizational behavior; 3 types of attitudes are;

1. Job Satisfaction,
2. Job Involvement, and
3. Organizational Commitment.

## Functions of Attitudes



The most important function of an attitude can only be ascertained by considering it in relation to the person who holds it and the environment in which they operate.

**Daniel Katz outlines 4 functions of attitude areas:**

1. Adjustment Function.
2. Ego-Defensive Function.
3. Value-Expressive Function.
4. Knowledge Function.

## Barriers to Change Attitudes



Employees' attitudes can be changed and sometimes it is in the best interests of management to try to do so.

For example, if employees believe that their employer does not look after their welfare, the management should try to change employees' attitude and help to develop a more positive attitude towards them.

However, the process of changing the attitude is not always easy.

Actually, the barriers are the limits which prevent the organization from achieving its predetermined goals.

So every organization should be aware of these and should take corrective actions.

Barriers to Change Attitudes are;

- Prior Commitment.
- Insufficient Information.
- Balance and Consistency.
- Lack of Resources.
- Improper Reward System.
- Resistance to Change.



## **Prior Commitment**

When people feel a commitment towards a particular course of action that has already been agreed upon and thus it becomes difficult for them to change or accept the new ways of functioning.

## **Insufficient Information**

It also acts as a major barrier to change attitudes. Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

## **Balance and Consistency**

Another obstacle to a change of attitude is the attitude theory of balance and consistency.

That is human beings prefer their attitudes about people and things to be in line with their behaviors towards each other and objects.

## **Lack of Resources**

If plans become excessively ambitious, they can sometimes be obstructed by the lack of resources on the part of a company or organization.

So, in this case, if the organization wants to change the attitude of the employees towards the new plan, sometimes it becomes impossible for the lack of resources to achieve this.

## **Improper Reward System**

Sometimes, an improper reward system acts as a barrier to change attitude.

If an organization places too much emphasis on short-term performance and results, managers may ignore longer-term issues as they set goals and formulate plans to achieve higher profits in the short term.

If this reward system is introduced in the organization, then the employees are not motivated to change their attitude.

## **Resistance to Change**

Another barrier is resistance to change.

Basically, change is a continuous process within and outside the organization to achieve the set goal.

When the authority changes a plan of the organization the employees have to change themselves.

But some of them do not like this. If their attitude regarding the change of plan cannot be changed, the organization will not be successful.

### **Ways of Changing Attitudes**



Attitude can be changed if we differentiate negative attitude from a positive attitude.

A positive attitude can bring positive change in life, It is difficult to change attitudes but with some effort, it can be done.

The individual from a culturally deprived environment who holds an array of hostile attitudes may change often he is given opportunities for education.

A person from a privileged subculture, who has always held to a democratic attitude, may become negative towards some group because of one unfortunate experience.

Well established attitudes tend to be resistant to change, but others may be more amenable to change.

Attitudes can be changed by a variety of ways.

### **Ways of Changing Attitude**

- New information will help to change attitudes.
- Negative attitudes are mainly formed owing to insufficient information.
- Attitudes may change through direct experience.

- Another way in which attitudes can be changed is by resolving discrepancies between attitudes and behavior.
- Change of attitude can come through the persuasion of friends or peers.
- Attitudes may change through legislation.
- Since a person's attitudes are anchored in his membership group and reference groups, one way to change the attitude is to modify one or the other.
- Fear can change attitude. If low levels of fear are used, people often ignore them.
- Changing the attitude differs with reference to the situation also.

## Workplace and Attitudes



# Workplace and Attitudes

Taking this a step further, we can assemble some ideas of how these three components can impact the workplace.

The challenge in the workplace is that now these components are tied to work functions, policy, procedures and organizational structure, as well as the people and individuals present in the organization.

For example, we could have thoughts or beliefs (cognitive) about managers in general, and those thoughts or beliefs could manifest themselves as not trusting a manager (effective), and thus we would never want to develop a close relationship with a manager (behavioral).

It is important to make the point here that these are attitudes – and yes, they can be wrong. Just because we have an attitude that does not mean it is correct. It is just how we feel about a person or situation.

Obviously not every manager is trustworthy, but if we let our negative attitudes dictate how we view and react to managers, we will never be able to see if some are really good people and can be trusted.

Certainly having a good relationship based on trust with the manager is a great thing to have in the workplace.

## Attitude Surveys



The concept of an “attitude” comes from Social psychology.

The term “attitude” is defined as “a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor”

It provides an understanding of how the employee perceives the organization and workgroups.

The preceding review indicates that knowledge of employee attitudes can be helpful to managers in attempting to predict employee behavior.

The most popular method is through the use of attitude surveys.

Often an **essential component of organizational training and development**, Employee Attitude surveys provide a picture of the organization’s needs.

These surveys often contain a series of multiple-choice items grouped along one or more dimensions of the organization.

The surveys of this type provide an understanding of how the employee perceives the organization.

Employee attitude surveys measure the employee's opinions on most of the aspects of a workplace including:

- Overall satisfaction.
- Management/employee relations.
- Corporate culture.
- Career development.
- Compensation.
- Benefits.
- Recognition and rewards.
- Working conditions.
- Training.
- Staffing levels.
- Safety concerns.
- Policies and procedures.

Organizations are increasingly interested in retaining right talents while targeting for new talents; measuring employees attitude provides an indication of how successful the organization is in fostering a conducive environment which nurtures great attitude among employee's towards their job and company.

The usual measures of employee attitude involve an employee attitude survey with a set of statements or scale.

The employee is asked to evaluate each statement in terms of their perception of the performance of the organization being measured.

### **Uses of Employee Attitude Survey**

Employee opinion surveys are about improvement and providing the authority with the information they need to be successful.

The use of regular attitude surveys can alert management to potential problems and employees' intentions early so that action can be taken to prevent repercussions.

Uses for Employee Attitude Surveys include;

- Focusing on employee development programs.
- Enhancing management/employee relations.
- Training needs assessment.
- Evaluation of training.
- Organizational climate survey.
- Facilitating the development and organizational change.
- Getting employee feedback on the internal health of the organization.
- Measuring the impact of current programs, policies, and procedures.
- Motivating employees and improve job satisfaction.
- Customer satisfaction survey.
- Increase employee retention.

### **Attitudes and Beliefs**

An attitude is a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols.

It is a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object.

It is an expression of evaluation toward a person, place, thing or event. It will always have a positive and negative element and have a tendency to behave in a certain way.

Attitudes are formed primarily based on underlying values and beliefs.

While attitude is the predisposition to act in a particular way towards an object or situation, opinion is the expression of the judgment of an individual about a particular set of facts.

It is an evaluation of the circumstances presented to an individual.

Beliefs are acquired through real experiences but the original experience related to a particular belief is mostly forgotten.

It affects the quality of our work and relationships because we experience what we believe and it is not based on reality. They are an important part of our identity.

They may be religious, cultural or moral.



Beliefs reflect who we are and how we live our lives. It is composed of multiple factors tending to family, society and the structure of life. It is the trust that something is true and good without any doubt.

It is an internal feeling that something is true, even though that belief may be unproven or irrational.

I believe that walking under a ladder brings bad luck.

### **Attitudes vs. Behavior**

Attitude refers to feelings, beliefs and behavior predispositions directed towards people, groups, ideas or objects.

It influences the behavior of the individuals. It decides how to act or behave in a particular situation.

Attitude is a kind of habit. It is the usual way of doing things.

Everything in an organization will get better if the attitude of everyone gets better. Successes and failures in life depend upon the attitude of the individuals.

If attitudes are positive, then human relations will be positive. It is internal and very difficult to change.

Behavior is the way a person responds to his attitude. This response is either positive or negative, depending on how that views his position.

For example, an employee who disagree?

With his supervisor may ignore office protocol.

In addition, an employee who dislikes another coworker or has little respect for a coworker may display this attitude by speaking harshly to this individual.

Behavior can be influenced by a number of factors beyond attitude, including preconceptions about self and others, monetary factors, social influences, and convenience.

It is the actions or reactions of a person or animal in response to external or internal stimuli. It indicates the manner in which something functions or operates.

### **Conclusion**

Finally, we can say that attitudes are evaluative statement favorable or unfavorable related to the person, object or events.

Although there are some differences regarding attitudes, based on the opinions of the above, it can be concluded that the attitude is a state in which man moves to act or do anything in response to a situation or condition of the objects in the surrounding environment.

Actually, it is a statement toward something, or someone exhibited in one's beliefs, feelings, or intended behavior. It is a social orientation an underlying inclination to respond to something either favorably or unfavorably.