

# ORGANISATIONAL BEHAVIOUR

**(Text and Cases)**

For the Students of MBA, PGDBM, M.Com. and  
Other Management Courses



Dr. S.S. KHANKA

**S. CHAND**

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**Dr. S. S. KHANKA**

M. Com., Ph. D.

*Professor (HRM)*

*National Institute of Financial Management*

*(Ministry of Finance, Government of India)*

*Sector 48, Pali Road, Faridabad-121 001*

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## PREFACE TO THE FOURTH EDITION

Change in organisational context is ephemeral and, in turn, the subject matter of organisational behaviour. Since the publication of the last edition (Third Edition) of my book "Organisational Behaviour (OB).", in 2004, the emergence of some new topics in the subject of organisational behaviour alongwith constructive feedback received from the discernible readers, and my own learning and teaching experience of organisational behaviour over the period have necessitated the revision of the book. Accordingly, while some new chapters have been added to the present edition, a number of existing chapters have been enlarged, revised, and rehashed. The following six new chapters have been added to the present edition:

- **Organicational Citizenship Behaviour (Chapter 9)**
- **Emotions and Moods (Chapter 10)**
- **Transactional Analysis (Chapter 11)**
- **Morale (Chapter 14)**
- **Team Building (Chapter 16)**
- **Organisational Climate (Chapter 26)**

The major additions and revisions made in different chapters include attitude change, developing values, determinants, and theories of job satisfaction, and organisational commitment in the chapter 7: 'Attitudes, Values, and Job Satisfaction' and negotiations in the chapter 17: 'Organisational Conflict'. A number of experiential activities have also been added at the end of some chapters to make the learning more and more practice-oriented. Besides, an OB quotation is given at the beginning of the each chapter to introduce the theme of the chapter. The chapter-end summary is also restructured in the light of learning objectives given in the beginning of the chapter. The important key terms used in the additions made in the text have also been incorporated in the Glossary given at the end of the book.

The above additions and enlargements make the book more comprehensive and contemporaneous. It is hoped that the discernible readers - students, teachers, and management practitioners - will find this revised edition more rewarding and useful. No book of this nature is complete and perfect once for all times. Hence, constructive suggestions from the readers will be highly appreciated and acknowledged for the further improvement of the book in its subsequent editions.

**Faridabad**

Dated 10-10-2008 **Vijaya Dashmi**

**S. S. Khanka**



## PREFACE TO THE FIRST EDITION

Organisations are made of the people, by the people and for the people. Therefore, organisational effectiveness depends on the behaviour and performance of the people constituting organisations. That is why human behaviour at work, popularly known as '**organisational behaviour**' has become a subject of much interest and concern. Every individual is unique and his/her behaviour is highly unpredictable and complex. Nonetheless, knowing why people behave as they behave at work sharpens the mind, increases vision, and offers an array of tools and techniques to choose from when faced with the problem of resolving a difficult situation. Moreover, how others resolved the problem serves as a doubling guidance and help.

The books on Organisational Behaviour are so far written mainly by the foreign authors in the foreign context. As these books lack the Indian flavour, the students find it difficult to comprehend the concepts of Organisational Behaviour without real-life examples from the Indian organisations. It is against this background, I have made a modest attempt to remedy this situation by providing real-life examples from the Indian context. I do not claim any originality of ideas presented on the subject. At best, I have endeavoured to interpret the vast knowledge generated by others in my own sense, style, and easy to understand language. In long and short, I have tried to combine theory and experiential vignettes to rehash the existing knowledge on the subject.

There is a presumptuousness in trying to cover all aspects of organisational behaviour in three-hundred odd pages. This book is divided into four parts consisting of 31 chapters. Part I, in its 3 chapters, provides a background for the study of organisational behaviour. Knowing that organisations are run by individuals, Part II spreading over 11 chapters, is devoted to discuss the individual perspective like personality, perception, learning attitude, values, and job satisfaction. That the behaviour of a person as an individual varies from his or her behaviour as a member of a group serves as a background for Part III that focuses on aspects of group dynamics such as group conflict, job frustration, job stress, communication, leadership, and power and politics. As organisation itself also is affected by the human behaviour at work, the last Part-IV consisting of 9 chapters deals with dynamics of organisation. The aspects covered are, organisational structure, theory, climate, culture, change and development, effectiveness, quality of work life (QWL).

I must confess that this is not my solitary activity but a rehash of the existing knowledge on organisational behaviour generated by several organisational theorists and behavioural scientists whose works I have read, learnt from and drawn upon for more than two decades. I do not know how much I owe to them. I could do no more than to express my sincere indebtedness to them.

I am ever beholden to my erudite supervisor-teacher Prof. T.S. Papola, Ex- Head, Mountain Enterprise and Infrastructure Division, International Centre for

Integrated Mountain Development (ICIMOD), Kathmandu, Nepal, who switched on the lightbulb in my head to keep on working. Whatever little academic work I could do so far is but due to his teachings and goadings.

Thanking one's own family members seems a ritualistic, but it is not so for my family where all three members agreed to compromise their interests by granting me station leave to stay away from them with the fetch hope that I shall do some good work which fetch a psychic reward for them. Now, this is the time when, as a mark of my appreciation to my beloved wife **Geetu**, and loving sons **Abhineet** and **Abhinav**, I dedicate this work to them.

Last but not the least my special thanks are due to Shri Ravindra Kumar Gupta, Managing Director, S. Chand & Company Ltd., whose sincere efforts have brought this book in such an excellent getup.

I hope this book would serve as a useful text for the students of MBA, M. Com., and other diploma courses in management. It would also be useful to practising managers who want to effectively manage human behaviour at work.

Feedback for further improvement in the book are most welcome and will be gratefully acknowledged.

*Tezpur*  
*July 11, 2003*

**S.S. KHANKA**

# CONTENTS

## PART ONE

### FOUNDATION FOR ORGANISATIONAL BEHAVIOUR (OB)

<b>1. Introduction to Organisational Behaviour</b>	<b>3–18</b>
1.1 Definition	4
1.2 Key Elements of OB	4
1.3 Nature and Scope OB	5
1.4 Need For Studying Organisational Behaviour	7
1.5 Contributing Disciplines to OB	8
1.6 The Challenges Faced by Management	10
1.7 Organisational Behaviour Process	12
1.8 Models of Organisational Behaviour	13
<i>Summary</i>	15
<i>Review Questions</i>	16
<i>References</i>	16
<b>Case – 1.1 : Maharashtra Association of Resident Doctors (MARD)</b>	16
<b>2. Organisational Behaviour in Historical Persepctive</b>	<b>19–26</b>
2.1 Evolution of OB	19
2.1.1 Industrial Revolution	20
2.1.2 Scientific Management	21
2.1.3 Human Relations Movement	21
2.1.4 Hawthorne Studies	22
2.2 Development of OB	24
<i>Summary</i>	25
<i>Review Questions</i>	25
<i>References</i>	26
<b>3. Research in Organisational Behaviour</b>	<b>27–34</b>
3.1 Purpose of Research	27
3.2 Research Terminology	28
3.3 Types of Research	30
3.4 Process of Research	30
3.5 Research Methods	31
3.6 Characteristics of a Good Research	33
<i>Summary</i>	34
<i>Review Questions</i>	34
<i>References</i>	34

## PART TWO

### INDIVIDUAL PERSPECTIVE

<b>4. Foundation of Individual Behaviour</b>	<b>37 – 47</b>
4.1 Introduction	37
4.2 The Individual and Individual Differences	37
4.3 Human Behaviour and Its Causation	38
4.4 Models of Man	43

	<i>Summary</i>	45
	<i>Review Questions</i>	46
	<i>References</i>	46
	<i>Questions</i>	47
	<b>Case : The Audit Objection</b>	46
<b>5.</b>	<b>Personality</b>	<b>48 – 68</b>
	5.1 Concept of Personality	48
	5.2 Determinants of Personality	49
	5.3 Types of Personalities	51
	5.4 Theories of Personality	53
	5.5 How Personality Develops ?	56
	5.6 How Personality Influences Organisational Behaviour?	59
	5.7 A Look at the Personality Traits of the Indian Managers	61
	5.7 How to Measure Personality	62
	<i>Summary</i>	66
	<i>Review Questions</i>	66
	<i>References</i>	66
	<b>Case 5.1 : Oberoi did it his way</b>	67
<b>6.</b>	<b>Perception</b>	<b>69 – 85</b>
	6.1 Introduction	69
	6.2 What is Perception?	69
	6.3 Perception Differs from Sensation	70
	6.4 Perceptual Process	71
	6.5. Factors Affecting Perception	74
	6.6 How to Improve Perception?	75
	6.7 Perception and Its Application in OB	77
	6.8. Impression Management	78
	6.8.1 Process of Impression Management	78
	6.8.2 Impression Management Strategies	78
	6.8.3 How to Improve Impression Management ?	79
	<i>Summary</i>	80
	<i>Review Questions</i>	80
	<i>References</i>	81
	<b>Case 6. 1 : Same Accident but Different Perceptions</b>	82
	<b>Case 6. 2: When Otherwise Perception Caused Conflict</b>	83
<b>7.</b>	<b>Attitudes, Values and Job Satisfaction</b>	<b>86 –124</b>
	7.1 Attitudes	86
	7.1.1 Concept of Attitudes	86
	7.1.2 Formation of Attitudes	87
	7.1.3 Types of Attitudes	88
	7.1.4 Measurement of Attitude	88
	7.1.5 Attitude Change	92
	7.2 Values	96
	7.2.1 Concept of Value	96
	7.2.2 Types of Values	97
	7.2.3 Formation of Values	99
	7.2.4 Values and Behaviour	99
	7.4.5 How to Develop Values?	100

7.3	Job Satisfaction	101
7.3.1	Concept of Job Satisfaction	102
7.3.2	Determinants of Job Satisfaction	102
7.3.3	Measuring Job Satisfaction	104
7.3.4	Effects of Job Satisfaction	105
7.4	Theories of Job Satisfaction	106
7.5	Job Dissatisfaction	108
7.6	Organisational Commitment	110
7.6.1	What Is Organisational Commitment?	110
7.6.2	Dimensions of Organisational Commitment	111
7.6.3	Factors Influencing Organisational Commitment	112
7.6.4	Measuring Organisational Commitment	113
7.6.5	Effects of Organizational Commitment	114
7.6.6	Suggestions to Enhance Organisational Commitment	115
	<i>Summary</i>	116
	<i>Review Questions</i>	116
	<i>References</i>	117
<b>8.</b>	<b>Learning</b>	<b>125 –143</b>
8.1	Meaning and Definition	125
8.2	Determinants of Learning	126
8.3	Learning Theories	127
8.4	Learning Principles	130
8.4.1	Reinforcement	130
8.4.2	Punishment	134
8.5	Learning and Behaviour	135
	<i>Summary</i>	136
	<i>Review Questions</i>	136
	<i>References</i>	137
	<b>Case 8.1:</b> Mr. Vice Chancellor Needs Learning Through Doings	137
	<b>Case 8.2:</b> The Dabbawalas of Mumbai	138
	<i>Questions</i>	143
<b>9.</b>	<b>Organizational Citizenship Behaviour (OCB)</b>	<b>144 – 155</b>
9.1	Introduction	144
9.2	OCB Defined	145
9.3	Theoretical Perspective of OCB	145
9.4	Determinants of OCB	147
9.5	Predictors of OCB	150
9.6	How to Cultivate and Develop OCB?	151
	<i>Summary</i>	151
	<i>Review Questions</i>	152
	<i>References</i>	152
	<b>Vignette 1:</b> Holier Than Thou	154
	<b>Vignette 2:</b> Service is Investment	154
<b>10.</b>	<b>Emotions and Moods</b>	<b>156 – 183</b>
10.1	Meaning of Emotions and Moods	156
10.2	Types of Emotions	157
10.3	Sources of Emotions and Moods	159
10.4	Aspects of Emotions	162
10.5	Theories of Emotion	164

10.6	Affective Events Theory (AET)	166
10.7	Emotional Intelligence	168
10.8	OB Applications of Emotions and Moods	173
	<i>Summary</i>	175
	<i>Review questions</i>	176
	<i>References</i>	176
	<b>Exercise 10.1 : Emotional Intelligence Test</b>	178
<b>11.</b>	<b>Transactional Analysis (TA)</b>	<b>184 – 199</b>
11.2	Meaning of Transactional Analysis (TA)	185
11.3	Ego States	186
11.4	Types of Transactions	187
11.5	Life Positions	189
11.6	Elaboration of Transactional Styles	190
11.7	Script Analysis	194
11.8	Stroking	195
	<i>Summary</i>	197
	<i>Review Questions</i>	197
	<i>References</i>	197
	<b>Exercise 11.1: An Exercise for You</b>	198
<b>12.</b>	<b>Motivation : Concepts</b>	<b>200 – 220</b>
12.1	Meaning of Motivation	
12.2	Nature of Motivation	201
12.3	Motivation Cycle or Process	201
12.4	Need for Motivation	202
12.5	Theories of Motivation	203
	12.5.1 Content Theories:	203
	12.5.2 Process Theories	210
	<i>Summary</i>	213
	<i>Review Questions</i>	213
	<i>Questionnaire*</i>	214
	<i>References</i>	216
	Case 12.1: A Qualified but Hesitant Teacher	217
	Case 12.2: Gopal Cotton Mills Limited	218
<b>13.</b>	<b>Motivation : Application</b>	<b>221 – 234</b>
13.1	Motivational Selectivity	221
13.2	Motivational Tools	222
13.3	Incentives	222
13.4	Job Design	224
	13.4.1 Job Enlargement	225
	13.4.2 Job Enrichment	226
	13.4.3 Job Simplification	227
	13.4.4 Job Rotation	227
	13.4.5 Quality of Work Life (QWL)	227
13.5	Goal Setting	229
13.6	Management by Objectives (MBO)	230
	<i>Summary</i>	232
	<i>Review Questions</i>	232
	<i>References</i>	233

An Exercise For You	233
<b>Case 13.1 : Job Redesign in the Bharat Heavy Electricals Limited (BHEL), Hardwar</b>	235
<b>14. Morale</b>	<b>237 – 248</b>
14.1 Meaning of Morale	237
14.2 Difference between Motivation and Morale	238
14.3 Factors Affecting Employee Morale	239
14.4 Symptoms of Low Morale	230
14.5 Symptoms of High Morale	241
14.6 How to Boost Morale?	241
14.7 Morale and Productivity	244
<i>Summary</i>	245
<i>Review Questions</i>	245
<i>References</i>	246
An Exercise for You	246
<b>Case 14.1: Essar's Way to Boost Employee Morale</b>	246

<b>PART THREE</b> <b>GROUP DYNAMICS</b>
--

<b>15. Foundation of Group Behaviour</b>	<b>251 – 273</b>
15.1 Definition and Characteristics of Group	251
15.2 Why Do People Form and Join Groups ?	252
15.3 Theories of Group Formation	253
15.4 Types of Groups	254
15.5 Stages of Group Development	255
15.6 Group Behaviour	256
15.6.1 Group Norms	256
15.6.2 Group Cohesion	257
15.6.3 Group Role	258
15.6.5 Inter-Group Conflicts	260
15.7 Group Decision-Making	261
15.7.1 How do Groups Make Decision ?	262
15.7.2 How to Improve Group Decisions Making ?	263
15.8 Quality Circle (QC)	265
15.9 Work Teams	266
<i>Summary</i>	271
<i>Review Questions</i>	271
<i>References</i>	272
<b>Case 15.1 : Union Behaviour in Modern Textiles Limited</b>	273
<b>16. Team Building</b>	<b>274 – 288</b>
16.1 Meaning of Team	274
16.2 Types of Teams	276
16.3 Team Building Process	278
16.4 Team Roles	280
16.5 What Causes Team Failure ?	281
16.6 How to Make Teams Successful ?	281
16.7 Social Loafing	282

	<i>Summary</i>	284
	<i>References</i>	284
	<i>Team-building Experiential Exercise</i>	287
<b>17.</b>	<b>Organisational Conflicts And Negotiations</b>	<b>289 — 313</b>
	17.1 Definition of Conflict	289
	17.2 Sources of Conflict	290
	17.3 Types of Conflicts	292
	17.3.1 Analysing Interpersonal Conflict	293
	17.4 Aspects of Conflicts	294
	17.4.1 Functional Conflict	294
	17.4.2 Dysfunctional Conflict	
	17.5 Conflict Process	295
	17.6 Conflict Management	297
	17.7. Conflict Management In India : Some Research Evidences	300
	17.8 Negotiations	301
	17.8.1 Negotiation Strategies	301
	17.8.2 Negotiation Process	303
	17.8.3 Situational Influences on Negotiation	304
	17.8.4 Guidelines for Effective Negotiations	305
	17.8.5 Third-party Negotiation	307
	<i>Summary</i>	308
	<i>Review Questions</i>	308
	<i>References</i>	309
	<i>Self-Assessment Exercise</i>	312
	<b>Case 17.1 : Who Pays and When ?</b>	313
	<b>Case 17.2 : When Conflict Boiled between the Superior and the Subordinate</b>	313
<b>18.</b>	<b>Job Frustration</b>	<b>314 – 318</b>
	18.1 Introduction	314
	18.2 What is Frustration ?	315
	18.3 Where Does Frustration Come from ?	315
	18.4 How Does Frustration Affect Behaviour ?	316
	18.5 How to Manage Frustration ?	317
	<i>Summary</i>	318
	<i>Review Questions</i>	318
	<i>References</i>	318
<b>19.</b>	<b>Job Stress</b>	<b>319 – 341</b>
	19.1 What Is Stress ?	320
	19.2 Symptoms of Stress	321
	19.3 Measurement of Stress	323
	19.4 Causes or Sources of Stress	324
	19.5 Consequences of Stress	328
	19.6 Stress and Task Performance	330
	19.7 How to Manage or Cope With Stress ?	331
	<i>Summary</i>	334
	<i>Review Questions</i>	334
	<i>References</i>	338
	<b>Case : 19.1: Lastly Stress and Strain Brokedown</b>	340
	<i>Questions</i>	341

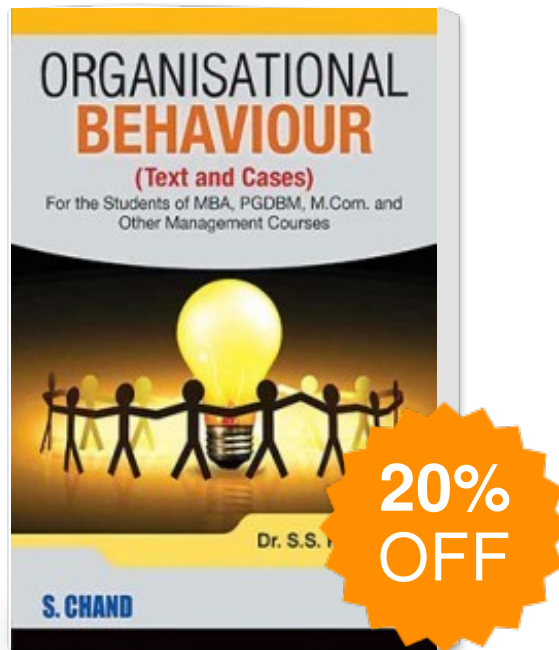
<b>20. Communication</b>	<b>342 – 354</b>
20.1 What is Meant by Communication ?	342
20.2 Nature of and Need for Communication	343
20.3 Process of Communication	343
20.4 Channels of Communication	345
20.5 Communication Networks	347
20.6 Barriers to Communication	348
20.7 How to Make Communication Effective?	349
Summary	351
Review Questions	351
References	352
<b>Case 20.1 : Misunderstanding between Workers and Management</b>	352
<b>Case 20.2: Communication Problem with Communication Manager</b>	352
<b>21. Leadership</b>	<b>355 – 374</b>
21.1 What is Leadership ?	356
21.2 Leadership Differs from Management	356
21.3 Functions of Leadership	357
21.4 Leadership Styles	358
21.5 Leadership Theories	362
21.6 Leadership Styles in the Indian Organisations	366
21.7 What Makes Leadership Effective ?	367
21.8 Transactional and Transformational Leadership	368
21.9 Substitutes for Leadership	369
Summary	370
Review Questions	371
References	371
<b>Case 21.1: The Overheard Complaint</b>	372
<b>Case 21.2: When Leadership Floundered in NASA</b>	373
<b>22. Power and Politics</b>	<b>375 – 386</b>
22.1 Meaning of Power	375
22.2 Distinction between Power and Authority	376
22.3 Bases or Sources of Power	376
22.4 Acquisition of Power	377
22.5 Symbols of Power and Powerlessness	377
22.6 Organisational Politics	381
22.7 Reasons for Organisational Politics	381
22.8 Managing Organisational Politics	382
Summary	384
Review Questions	385
Reference	385
<b>Case 22.1: People Power at Jet Airways</b>	385

<b>PART FOUR</b> <b>DYNAMICS OF ORGANISATION</b>
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<b>23. Introduction to Organisation</b>	<b>389 – 398</b>
23.1 Meaning of Organisation	389
23.2 Characteristics	390
23.3 Types of Organisations	391

23.4	Organisational Goals and Their Determination	393
	<i>Summary</i>	397
	<i>Review Questions</i>	397
	<i>References</i>	398
<b>24.</b>	<b>Organisational Structure</b>	<b>399 – 419</b>
24.1	What is Organisational Structure?	399
24.2	Why Organisational Structure ?	400
24.3	Elements of Organisational Structure	401
	24.3.1 Division of Labour	401
	24.3.2 Departmentalization	401
	24.3.3 Span of Control	406
	24.3.4 Delegation of Authority	407
	24.3.5 Centralisation and Decentralisation	408
	24.3.6 Formalisation	409
24.4	Typology of Structures	410
24.5	Why do Structures Differ?	412
24.6	Life Cycle vs. Structure of Organisation	414
24.7	Organisational Structure and Employee Behaviour	415
	<i>Summary</i>	416
	<i>Review Questions</i>	417
	<i>References</i>	417
	<b>Case 24.1</b> : A Simple Structure of FNF Strips Company	418
<b>25.</b>	<b>Organisational Theory</b>	<b>420 – 429</b>
25.1	Definition of Organisational Theory	420
25.2	Types of Organisational Theory	421
	25.2.1 Classical Organisational Theory	421
	25.2.2 Neo-classical Approach	424
	25.2.3 Systems Approach	425
	25.2.4 Modern Organisation Theory	426
	25.2.5 Contingency Approach	427
	<i>Summary</i>	428
	<i>Review Questions</i>	428
	<i>References</i>	429
<b>26.</b>	<b>Organisational Climate (OC)</b>	<b>430 – 443</b>
26.1	Introduction	430
26.2	Concept of Organisational Climate	430
26.3	Organisational Climate vis-à-vis Organisational Culture	431
26.4	Why Organisational Climate?	432
26.5	Dimensions of Organisational Climate	434
26.6	Determinants of Organisational Climate	436
	<i>Summary</i>	439
	<i>References</i>	440
	<b>Case 26.1</b> : Developing Achieving Climate at Excel Industries	441
	<b>Case 26.2</b> : Organisational Climate at NIIT	442
<b>27.</b>	<b>Organisational Culture</b>	<b>444 – 456</b>
27.1	Definition of Organisational Culture	444
27.2	Types of Cultures	446
27.3	Functions of Culture	446
27.4	Creating, Sustaining, and Changing a Culture	447
27.6	Theory Z Culture	453

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