

# *Organisations and Behaviour*



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Lesson 2

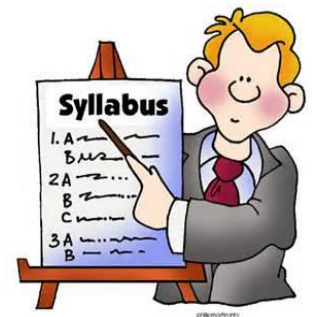


# *ORGANISATIONS AND BEHAVIOUR*

**LO I: Understand the relationship between organisational structure and culture**

**October – November 2014**

# The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

# LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- Compare and contrast different organisational structures and culture

# OVERVIEW



- Think of all the ways in which you experience the world around you. For example, you recognize your favorite food by its aroma and the way it looks. You recognize an orange by its round shape, citrus flavor, and its color. You recognize a song by listening to its melody and the singer's voice. It is through these sensory experiences that we interact with and interpret things in our world. Recognizing and interpreting sensory information, such as sound and smells, are all a part of perception.

# Perceptual selection

- 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

# Perceptual selection

- 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.

# Perceptual selection

- 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.



# Perceptual selection

- 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.

# Perceptual selection

- 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.

# Perceptual selection

- **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.

# PERSONALITY AND WORK BEHAVIOUR

- **Perception And Employees**
- Let's say you believe that a particular employee or group of employees is lazy, uncommitted and incompetent. Your perception will have a major influence on your behaviour towards that employee or group. The reverse is equally true. If your perceptions are based on fact, there's no problem. But if it's based on hearsay or others' opinions or simply insufficient information, you could easily make serious errors of judgement
- **Employees' Perception Of Each Other**
- Employees have perceptions of each other. And groups of employees have perceptions of other groups. "Those finance people only care about cutting costs," say the sales staff. "Those salespeople always rort their expenses," say the finance staff. On and on it goes. You don't need me to provide examples.

# PERSONALITY AND WORK BEHAVIOUR


- Employee's Perception Of Managers
- Make no mistake. Every employee has a perception of you as manager. Positive, negative, accurate, inaccurate, emotional or rational: each employee "sees" you in his or her own way. Their perception may be based on one or a number of events: on a brief exchange or long experience. But they exist

# ATTITUDE

- Workplace attitudes have an effect on every person in the organization, from the employees to the company owner. Attitudes help to develop the prevailing workplace environment that determines employee morale, productivity and team-building abilities. Understanding how positive and negative attitudes affect the workplace is an important tool in creating a harmonious workplace.

# ATTITUDE

- The prevailing workplace attitude adds validation to events that occur within the workplace. For example, if there is a prevailing negative attitude, then the announcement of a drop in revenue is met with expectation rather than creating a sense of urgency. The same announcement in a workplace with a positive attitude would be met with the sense that something in the business process is not working properly and must be rectified. The prevailing sense of optimism in the face of bad news helps validate the strong feeling of teamwork the company has developed.

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- "Your attitude, not your aptitude, will determine your altitude."
  - - Zig Ziglar, American Marketing Guru and Corporate Trainer



# ABILITY AND APTITUDE

- Very broadly an **aptitude** is the ability to perform an activity or occupation because of your skill, training or some other qualification.
- These **abilities** could come from special skills you've learned or they could come from life experience or natural talent.

# INTELLIGENCE

- Emotional intelligence is fast becoming a term commonly heard around board rooms and human resource departments. Simply defined, it's the ability to know and understand your feelings and how they affect your actions. In the workplace, emotional intelligence helps you manage your moods and reactions to make you a more effective, productive and less stressed-out employee. Rely on your emotional intelligence in a number of ways to make your working days more enjoyable.

# INTELLIGENCE

- Choose the Right Kind of Work
- When you know what kinds of tasks and duties excite you and which fields tap into your passions, you will be more motivated to go to work. You'll be less likely to procrastinate and have fewer doubts about your goals and abilities to reach them. People who develop higher emotional IQs tend to have a more balanced life all the way around. Work, home and play receive equal attention and loyalty. One does not have to interfere with another.
- Enhance Leadership Effectiveness
- As a manager or company leader, apply your emotional intelligence to your work to more easily assess the needs of employees. When you can understand the emotional impact of certain decisions on your staff, you will manage expectations more effectively, answer questions more readily and take action to reduce friction. Emotionally intelligent managers listen to their employees' concerns without allowing their own feelings to interfere with judgments and decisions.

# INTELLIGENCE

- Communicate More Effectively
- You will be much more effective at getting people to understand you when you apply EI in the workplace. You'll be able to apply persuasive tactics and techniques to get your point across, make a sale or influence your boss. Emotionally intelligent employees are clear when they speak, free of unaddressed issues or underlying motivations. You can nurture richer relationships when you apply EI with an eye on building bonds with others instrumental to your success. Additionally, EI plays an integral role in the development of team synergy and team building.
- Manage Conflicts with Ease
- The self-control you gain when practicing higher levels of EI can serve to help you avoid many conflicts. You can assess your feelings and react with purpose to the best result for everyone. People with high EI quotients tend to be more flexible and less likely to carry grudges or hold discriminatory attitudes toward coworkers. When you monitor your feelings during stressful situations, your own stress is minimized, making you a more effective negotiator.

## FURTHER READING



- What is Perception in Psychology? - Definition, Theory- by Yolanda Williams
- What Is Selection in the Process of Perception? By Tim Butters
- Perceptip and Attribution - Dr Srirang K Jha
- Managing Employee Performance - Does Your Perception Stop You From Getting Better Job Results?-By Leon Noone

## FURTHER READING

- <http://vspages.com/>
- How Do Negative & Positive Attitudes Affect the Workplace? by George N. Root III
- <http://www.change-management-coach.com/>
- How to Apply Emotional Intelligence in the Workplace By Linda Ray,