ORGINIZATIONAL BEHAVIOUR - UNIT 3

- Group Behaviour: Group Dynamics, Cohesiveness and Productivity;

- Management of Dysfunctional groups; Group Decision Making;

- Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict;

- Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict.

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Meaning of Group Behaviour

- Individuals form groups. They live in groups. They move in groups. They work in groups. Groups are important. They influence work and work behaviour. They cannot be ignored. They exert significant influence on the organisation. They are inseparable from organisation.

- They are useful for the organisation. They form foundation of human resources. The study of group behaviour is important. Individual and group behaviour differs from each other. Group behaviour affects productivity.

- The importance of group behaviour has been realized from time to time. Elton Mayo and his associates way back in 1920 conducted the famous Hawthorne experiments and came to know that the group behaviour have major impact on productivity.

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- Human resources comprise individuals and individuals move in groups. Every manager must possess the knowledge of group behaviour along with individual behaviour. He must understand group psychology. He should understand individual behaviour in the context of group behaviour. Individual behaviour is influenced by the group behaviour.

- An individual's work, job satisfaction and effective performance is influenced by the group in which he moves. At lower level of the organisation it is the small groups of employees work as a team. They have the responsibility to finish a task assigned to them within a stipulated period of time.

- If they come across a problem they tackle it by themselves. They get guidance from senior fellow workers in solving the problem and accomplishing it. It is needless to say that groups are important in employee's life. They spend increasing proportion of time with the group at workplace.

4

- M.E. Shaw defined a group "as two or more people who interact and influence one another." Viewers in a theatre, passengers in a train are not a group unless they interact for long and exert some influence on each other. Such people's gatherings are referred to as collection.

- They interact at a very low level nor they get influenced with each other but enjoy being in collection. The collection of people may get-converted into a group temporarily if they are caught up in a dangerous situation like fire, robbery etc. They will come over a problem fighting as a group unitedly.

5

Reasons why group is essential

1. Management of modern organisations is making concerted efforts to introduce industrial democracy at workplace. They are using task force, project teams, work committees where workers get due representation. They participate very often in decision-making. This takes place in groups.

2. The tasks in modern industries are becoming more complex, tedious and monotonous. To change these conditions and make the environment at workplace more lively, work committees and work groups and teams are formed to monitor the work and change.

3. To make participative management more effective and relieve executives of petty responsibilities employees are given these responsibilities to carry on successfully and effectively. Group of employees are also given joint responsibility to carry on the work.

4. Groups of all kinds and types are used by inviting their cooperation in all matters related to production as well as with human relations to make the organisation effective.

5. There are several works which an individual cannot perform. To complete such tasks, group efforts are required for its completion, e.g. building of a ship, making of a movie, construction of a fly-over, a complex etc.

All these require coordinated and unified efforts of many individuals i.e. groups. A group can do the work which cannot be performed by an individual or beyond his capabilities.

6

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Reasons why group is essential:

6. A group can make better judgment as compared to an individual.

7. While accomplishing tasks group can use creative instinct and innovative ideas than a single individual.

8. When group is working, all the benefits of division of labour accrue.

9. Individuals in a group communicate with each other and discuss work performance and suggestions to make it better and excellent.

10. Group efforts substantially affect individual, his attitude and behaviour.

11. Group has the ability to satisfy the needs of its members. In a group an individual member feels secured and he can directly get technical and work related assistance. They also get special support when they are emotionally depressed.

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Group Effectiveness:

Group is a social setting that offers knowledge, hard work and opportunities. The group influences individual member's attitude and behaviour. A group's effectiveness brings about organisational effectiveness which is essential for growth and prosperity of organisation. There are certain measures of group effectiveness.

They include:

(1) Productivity:

Higher the productivity effective is the group. Quality and quantity of product speaks for group effectiveness,

(2) Attendance:

Each group member must attend the work regularly. Absenteeism and high employee turnover speaks for laxity of the group. Fair attendance makes the group effective.

8

(3) Job Satisfaction:

Job satisfaction motivates the group for hard work to make it more effective. Management should take steps to ensure job satisfaction of its employees.

(4) Attitude:

Attitude of group members towards work also is a measure of group effectiveness and must be taken seriously. Efforts must be made to develop and nurture positive attitude of the group member.

(5) Employee Well-being:

Physiological and psychological welfare of the employee keeps them fit. Efforts should be made to assure the mental and physical fitness of the employees to ensure group effectiveness.

(6) Learning:

Knowledge comes through learning i.e. education, training, knowing things from fellow employee and making one suitably knowledgeable and skilled in working. This makes the group effective. Knowledge is power.

(7) Retention:

Retaining the human resources makes the group effective. Firing them very often leads to chaos because every time a new person enters the group disturbing the group cohesiveness having negative effects.

Types of Groups

- Groups can be classified in many different ways on various bases.
- Following are the basic groups:

1. Formal Groups:
- Formal groups are created as part of organisation structure to accomplish organisational tasks. A work group in a plant is the example of formal group. They are bound by hierarchical authority in the organisation. They have to follow rules, regulation and policy of the organisation. These groups are required by the system. The organisation provides a system of rules and regulation for attaining organisational objectives.

- According to A.L. Stencombe, "a formal group is said to be any social arrangement in which the activities of some persons are planned by others to achieve a common purpose".

- Formal groups help in achieving goals without any difficulty. They facilitate coordination of activities and help in forming logical relationship among people and positions. They create group unity. Leonard R Sayles has subdivided formal group into command group and task group.

10

Types of Groups

(a) Command Group:

- Command group consists of subordinates who are directly responsible to a supervisor. Command groups are structured by the organisation. The subordinates working in enforcement department of a town planning authority are reporting to and directly responsible to the enforcement officer. This group is responsible for removal of encroachment on public land. There is a specific department established for the purpose and is busy throughout with its activities.

(b) Task Group:

- Task group is formed to complete a project. This type of group is also known as task force. The job of the group is to complete the task within allotted time period. If one task is completed they are allotted new task to work with. Project teams, quality circles, audit teams are the examples of task group.

11

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2. Informal Groups:

- Informal groups exist within the formal organisations and arise because of individuals' social needs and desire to develop and maintain relations with people. Working at a plant or office leads to formation of informal groups. They work together and this leads to their interaction. Through interaction groups are formed. These groups are spontaneous and emotional. Keith Davis has defined informal group as, "the network of persons and social relations which is not established or required for formal organisation."

- These are the groups formed by the employees themselves at the workplace while working together. The organisation has not taken any active interest in their formation. According to M. Dalton, "informal groups are cliques." Cliques are a group of people of different organisation levels coming together with a common interest. Cliques are horizontal, vertical, and random. Horizontal Cliques comprise people from the same rank and work area. Vertical Cliques consist of people of different organisation levels. Random Cliques are made up of employees from both horizontal and vertical lines coming together with a common interest.

- Informal groups are very effective and powerful. Some managers view them harmful and disruptive to the interest of the organisation. They suspect their integrity and consider as a virtual threat. Some managers seek their help in getting the task completed quickly. They do not consider them as threat. The strength of these informal groups can be utilized for accomplishment of organisational objectives.

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13

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Types of Groups

Informal groups are of following types:

- Interest Group:
- A group of employees coming together for attaining a common purpose. Employees coming together for payment of bonus increase in salary, medical benefits and other facilities are the examples of interest group. The people with common interest come together.

- Membership Group:
- A group of persons belonging to the same profession knowing each other e.g. teachers of the same faculty in the university.
- A group outside the plant or office, having similar views, tastes, opinions, belonging to same age group. They form clubs and associations based on the friendship.
- Reference Group:
- It is a primary group where people shape their ideas, beliefs, values etc. They want support from the group. Family is an important reference group. A team of players playing a game is a reference group.

16

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Types of Groups

- Again according to purposes groups can be classified into the following:
- Vocational Groups:
- Association of the same vocation e.g.: Class I officers association, teachers association etc.
- Instructional Groups:
- The people who have enrolled themselves for the same course e.g. students doing M. Tech in the same subject
- Government Group:
- Association formed for the governing e.g. municipal council, management board.
- Religious Group:
- People belonging to same religion coming together and forming a group.
- Recreational Group:
- Group formed with a purpose of recreation e.g. football club, cricket club etc…

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Size of Group

Size of Group:

There is no limit to the size of group. It can be of very small size comprising of two members to any number of members. The size of the group affects the behaviour of member of that group. Small groups of two or three need special concern.

Dyad or Group of Two:

Dyad consists of two persons only. In this group no third person is present to mediate when difference of opinion or disagreement on any count arise. This results in frequent quarrel, fight between the two. But the persons in this group maintain agreement between them and do not indulge in quarrel. They avoid differences between the two or set them aside.

They avoid clash on any issue because it may lead to failure of the group, and that is wise. But disagreement leads to new ideas which help in decision-making. It is better not to have dyad if differences in opinions or disagreements are not allowed to surface.

18

Size of Group

Triad or Group of Three:

- It is a group consisting of three members only. In this a problem crops up when there is a perfect agreement between the two and third is in strong opposition. This is a natural consequence. Managers usually avoid forming triads.

Small Group:

- Small groups are quite significant. They consist of small number of people ranging from four, five to forty, fifty or so and small indeed. Work force, task force, committees, teams, project team are the examples of small group. Under these groups if a group consists of large number then interaction between them is a bit difficult task.

- The group of ten or less than ten is more effective as they can interact quite effectively. In a large group people avoid discussion. Moreover, there should be odd number of members like five, seven, nine, eleven etc. to avoid deadlock and not coming to agreement with a majority. Odd numbers of members are always preferred.

- The size of group has certain effects. The large group reduces interaction among its members. Members don't find time to talk to each other. Smaller groups bring about greater cohesion. In larger groups people find less time to interact and hence less cohesion.

- It is also seen that members of small groups are more satisfied than that of larger groups. In small groups members feel free and exercise more freedom to interact. They are very formal. This does hardly happen with the members of larger group. Larger groups have more productivity than that of smaller groups. Larger groups perform better than smaller groups. Problem solving is easy in large groups. Groups are dynamic in nature whatever the size they have.

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Formation of Groups:

- People are eager to become members of group for several reasons. They think that by becoming a member they can satisfy some of their needs or so. Some people are forced into group as they are helpless and they cannot refuse to join e.g. a task assignment is given by the boss along with others no employee can dare to refuse.

- He has to do the job. This is one case but there are several other factors responsible for group formation.

20

Factors that govern formation of groups

1. Personal Traits:

- The first and foremost factor that governs formation of group is personal traits. People join groups because they find commonality of interests, beliefs, values and attitudes. People of common beliefs, interests, values and attitudes come together and form group.

- The group fosters their interests and beliefs. The interaction with the people of similar values, beliefs, attitudes becomes easier. They feel at home with the other members of the group. There is no way to conflict when the members share the same ideology.

- Political parties are formed on the same principles. The people come together and form group because of security and affiliation needs. They feel secured after joining the group. Employees form unions to be secured from the threat of termination and other such dangers of facing unemployment. They feel safe after joining group.

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2. Identical Objective:

- The people with similar objectives have strong feeling to come together and form groups. Executives pick up people and assign them activities in sales or marketing or advertising. This enables people to come together and interact and they share the burden of each other while working together. They know each other well and having the same objectives can form a group.

3. Emerging Leadership:

- People form groups with a potent will of emerging leaders of the group. When people come together they choose someone to lead them. The leader gets accepted by the people. People follow him because they feel that he will safeguard their interests.
- The leaders get authority from their followers. The leader hence assumes power. He emerges because of group. The groups are formed and people join groups who want to be leaders or can automatically emerge as leaders. The role of leaders is quite significant and important to the members of group.

4. Interaction:

- People get opportunity to interact in a group and they join it or come together and form it. Through interaction social relationship is developed. The need for interaction is very strong among people. A desire to have an interaction is a potential reason to form a group.

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Development of Group

Development of Group:

- Group cannot be formed and developed within a short span of time. It gets developed through various stages. These stages of development are referred to as forming, storming, norming and performing.

1. Forming:

- Forming is the first stage of group development. This is the beginning of a group where there is a great deal of difficulties arise as regards objectives and goals, framing of rules and regulations, taking the members into confidence, framing the structure, deciding about the leadership issue, tackling the differences among members.

- There is a great deal of uncertainty looms large over group formation. This is the orientation period the group is passing through. This is a chaotic stage. The purpose, activities and priorities need to be defined and redefined during this stage. During this stage members of group select their leader or allow emerging the leader. When leadership is decided upon another stage begins. This stage is known as storming.

23

Development of Group

2. Storming:

- Storming is a stage where conflicts arise. It is the testing time for group leader to pacify and resolve the conflicts between the members of group that have arisen because of interpersonal behaviour. There are chances of split in the group.
- The leader has to accept the challenge and settle the disputes and get the members to bury the differences. Storming is the stage of struggles. There is tension and hostility among members. Some have strong resistance to certain opinion or issue. Everything has to be settled out then the development of group leads to the third stage of norming.

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Development of Group

3. Norming:

- Leadership gets established under this stage resulting into group cohesion. Group gets organised. Members of the group start believing each other's and mutual understanding develops. A sense of belonging to the group and togetherness strengthened.
- The conflicts and misunderstandings get resolved. Consensuses among members over the leadership, goals, emerge and members feel cohesive. The members start identifying with the group. This is norming stage now leads to performing stage of group development.

4. Performing:

- Under performing stage the interpersonal relationship among members is booming and they establish intimacy. They start opening up their hearts to each other. The members try to relieve their fellow members of their tension arising out of dissatisfaction.
- The group starts working as a team and freely interacts. People don't raise minor differences. Members think that if they raise minor issues conflict may erupt. They want to set aside them. Group members attain maturity. They help each other and understand each other better and help getting better job performance. They understand their limits and nature of their involvement make decisions rationally.

25

Group Norms

- Norm refers to group behaviour standard, beliefs, attitudes, traditions, expectations shared by group members. According to Michael Argyle, "Group norms are rules or guidelines of accepted behaviour which are established by a group and used to monitor the behaviour of its members."

- The group norms determine how members of group should behave. They determine the behaviour of group. Group norms regulate the behaviour of group. Group norms help in understanding the group behaviour.

- Norms cannot be violated. Any violation of group norms by any member invites criticism and imposing of sanctions. Group norms are framed to achieve objectives of the group. Norms enhance social interaction. Group norms establish role relationships. The high profile members have to play a leading role in a group.

- Group norms can be social, ethical in nature. Group norms portray certain image of its members. Norms provide a base for controlling behaviour of group members. Norms applied to all the members uniformally and all members are expected strictly adhere to them.

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- Norms in certain companies prescribe for a typical kind of dress for its members. Individual members and group benefit from the norms. They make the members to identify themselves with the group. Norms play a significant role in disciplining the members of a group so that they work regularly; attend the plant or office daily. This reduces absenteeism and employee turnover. Norms control work behaviour, the term came to be known since famous Hawthorne experiments conducted by Elton Mayo and associates. Norms are formed in respect of consequences. The members of the group are expected to stick up to norms strictly. This will make the group more cohesive, increase satisfaction. The members get more support from the group. According to Rensis Likert, "group forces are very important in influencing the behaviour of an individual, and the members of an informal group conform to group norms."

- The development of norms takes place because of experience of some senior members of the group. The behaviour of the members also plays an important role in setting norms. Norms are developed through decisions, supervisors instructions to his subordinates and some critical incidents in member's life. Norms need to be enforced strictly because they ensure survival of group. For regulation of behaviour of group member's strict enforcement of norms become necessary.

27

Group Cohesiveness

- Cohesiveness is an important characteristic of group. Rensis Likert has defined cohesiveness as "the attractiveness of the members to the group or resistance of the members to leaving it." It refers to the attachment of the members with the group.

- According to K. Aswathappa, "cohesiveness is understood as the extent of liking each member has towards others and how far everyone wants to remain as a member of the group." It is a degree of attachment among members of the group and to group membership. Attractiveness is the key to cohesiveness. Cohesive group attract membership from new members. It also changes in degree over time.

Some factors that affect cohesiveness of group.

1. Group Formation Factors:
- The factors which are responsible for group formation such as common interests, shared goals, etc. serve as the base for cohesiveness.

2. Interaction:
- Interaction between the group members makes the group more cohesive.

3. Difficulty in Membership:
- Some groups take great care in selecting their members and making admission to them very difficult. Difficulty in getting membership increases cohesiveness of group. Such groups are valued by members and feel proud of being members.

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4. Success:

Success of individual or shared objectives by the members feels pride about the success resulting in greater cohesion of the group.

5. Threat:

- When members of group feel threatened from any source, external in particular increases cohesiveness.

6. Size of Group:

- Size of the group affects its cohesiveness. Increased size of group decreases its cohesiveness and vice versa. Small size of group facilitates more interaction among the group members, hence more cohesiveness.

30

7. Continued Membership:

- Membership of the group is continued by its members for a longer period of time increases cohesiveness of group. New members do not get membership easily because of opposition from the old members.

8. Attitude and Values:

- Cohesiveness of group increases because of shared attitude and values. Everyone gets attracted towards the people having identical attitudes, values and beliefs. The sense of security and safety develops with the likeminded people.

31

Advantages of cohesiveness

1. The members of cohesive groups have high morale.
2. They don't have conflicting views; hence decrease in conflicts among the group members at the workplace or elsewhere.
3. People of cohesive groups have no anxiety at the workplace.
4. Members of cohesive groups are free from botheration, hence they are very regular at their work. This reduces absenteeism and high employee turnover.
5. Cohesiveness increases productivity.
6. Organisations gain from the members of cohesive group because they communicate better; they share ideologies and respect opinions of fellow employees. This all create an environment of cooperation resulting into benefits to the organisations in the form of increased productivity, low employee turnover etc.

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Satisfaction of Members:

- Members of cohesive groups derive more satisfaction than those of non-cohesive groups. They get support from fellow members. They get more opportunities to interact. They are protected against external threats. They succeed in their work.

- They have better friends at the workplace than others. All these factors provide immense satisfaction to the group member than any other person at the workplace. Active participation of member in decision making gives him more satisfaction.

- According to Clovis R Shepherd, "A group members' perception at progress toward the achievement of desired goals is an important factor which is related to member satisfaction." Group members progressing toward goal achievement are more satisfied than those group members who are not progressing towards goal achievement.

33

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Roles

- All members of group play some or other role. Group expects that each member must play certain role assigned to him or her. He has to act in a position assigned to him. According to Luthans, "a role consists of a pattern of norms and is directly related to the theatrical use of the term. It is a position that can be acted out by an individual."

- Role is governed by the norms. A role player cannot overlook norms but has to stick up to them before taking any step in assigned role. He cannot run away from the prescribed norms. He is therefore expected to behave in a manner defined by the norms while performing a role assigned to him by the group. Role is an exhibition of job description.

- Role player has to behave in the manner as described by his job. A structured framework is there for a role player. His actions are controlled by the norms and job description. Again he has to bring most benefits to the group to the organisation.

- In life every one of us has to act out some role. Being a member of a family he has to play family role as father, mother etc. In various occupations a person has to play occupational role as lawyer, doctor, consultant etc. Roles vary from profession to profession and organisation to organisation.

- While perfuming their roles people come in contact with each other. People help each other. They punish and reward each other. They come under tension. They argue each other, agree or disagree with them. They also understand each other. They come with each other and have social and emotional contact.

- People have social and emotional needs the group should try to meet them. They come across while role playing. The member has to play an expected role. While playing expected role he perceives his role and behaves in the manner expected of him by expected role. In the process comes the enacted role which is the behaviour he has actually to perform.

- He comes across a role ambiguity i.e. non clarity of the kind of behaviour a member is expected to play. According to Robert. L. Kahn. et. al., "the extent of role ambiguity is the difference between one's actual state of knowledge about what is expected and the amount of knowledge that would be necessary for need satisfaction."

- The role ambiguity gives rise to role conflict. The conflict weakens the group. To make the group effective socio-emotional aspects must be paid considerable attention and member should be provided adequate help. Socio-emotional aspects help in understanding leadership behaviour.

Status

- Status is a position, prestige, standing or a rank in a group or society. People having high status command respect in an organisation or group or society. As status commands respect every member naturally is after acquiring status and wants to maintain it. Status speaks for rank or worth of a member it is a force to reckon with. Status of a person is determined by his knowledge, rank and position, income, award, wealth, personality, age, sex, behavioural patterns, cultural relationship with others.

- Status can be an acquired status. As the name suggests it is acquired by a person through his abilities, qualities, hard work, education, knowledge etc. It is the achieved status of a person acquired by him. Some have ascribed status. It is a right acquired from the family position.

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- Status motivates person for hard work. Status can be compared. It may be high and low. People with high status command more respect than those with low status.

- Sophistications and luxuries are attached with status. Large organisations have well furnished chambers for their executives; provide cars, and other facilities. These add to the status of a person and the organisation. These are sometimes known as status symbols

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- Acquiring status is not a simple job. It is quite difficult and one has to toil hard to achieve a status for himself. But one can lose it within minutes.

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Groups and Productivity

- Groups are essential part of any organisation. Groups are of immense help to the manager in his day-to-day management.

- Cohesive groups are effective. Manager must allow the groups to be cohesive. Effective group leads to higher productivity because of low turnover and low absenteeism.

- Stogdill conducted studies and came to the conclusion that in some there was no relationship between productivity and group cohesiveness, in some there was positive relationship and in some cohesive groups were least productive.

- Management must understand the group behaviour because it affects productivity, day-to-day administration, communication etc. Management cannot free itself from the influence of group.

36

Groups and Productivity

A supervisor is the link between management and group

- He communicates the decisions of top management to the employees at lower level and the feeling of the staff at lower level reaches top management through supervisor. He is at the key position. He must therefore understand group behaviour and make use of the group for achievement of organisational goals.

- He makes use of their energy for attaining those tasks which were lying unattended so far. Supervisor can easily obtain the cooperation of the group leader in task accomplishment that can yield results. He can develop good relationship with group by providing good working environment. Group behaviour can be task oriented and human relations oriented.

- Through group various tasks can be accomplished and better human relations can be developed. Moreno has developed a socio-metric analysis to study work group behaviour.

- Under this method self reports from group members are obtained indicating likes and dislikes of working with other members of group. A socio-gram is prepared on the basis of information. This analysis helps in comparing results with formal requirement. Group behaviour can be effectively utilized for implementing change.

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Group Change

- Group change on certain occasions seems necessary. Groups have taken the shapes of small organisation teams in the form of various sections of departments, work teams, study teams, project teams are some of the instances to name.

- Reshuffling of the entire team or removing some men and inducting the new one becomes inevitable.

- To meet the demands from the members of the group to remove a member to revitalize the group or to sort out internal conflicts have to be met.

- Group change also becomes evident from the fact that interpersonal tensions are mounting because of certain reasons such as some members want to leave the group and join the other one as they could not pull on working with some of the members of the group. Under such circumstances the group change becomes inevitable for effective teamwork.

38

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- There are certain methods of bringing about group change.

- Training:
- Training the individuals and group to give more knowledge, skill and change attitude take place through training methods. There are several methods of training that can be utilized for preparing the members of group to accept change.

- Change is essential for smooth and progressive working by any organisation. Training methods include delivering lectures, discussion methods, business games, role playing; programmed instructions etc. provide knowledge and prepare members for any change and requirements of the organisation. Training is imparted to fulfill the needs of the organisation.

39

- Team Building:

- Team building is a work group consisting of supervisor and subordinates. The team members are asked to answer themselves a question relating to the effectiveness of group and what are the expected changes to be implemented.

- The group members have to make self examination. This needs lot of pursuance of the members and motivate them for the purpose.

- This takes lot of time for members to learn and realize the need for change. Organisation must employ all those methods of organisational development and change to bring about group effectiveness by effecting change behaviour of the members.

40

- The term dysfunctional is defined as "abnormal or impaired functioning" on the part of an individual person, between people in any sort of relationship, or amongst members of a family.

Dysfunctional teams

- Dysfunctional teams hinder an organizations growth and are frankly really frustrating to be a part of it.

- Dysfunction often leads to increased personal stress, disengagement, and is a breeding ground for a toxic company culture. While it may be ultimately the responsibility of the boss to deal with the root causes of team dysfunction, there are countless bosses who don't do anything (sound familiar?).

- If you are in a situation where leadership isn't dealing with the dysfunction head on, here are 10 things you can do to try and improve the health of your team.

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1.) Admit You Have a Problem

- You know the feeling. That oppressive feeling in the office as everyone hunches over their desks, never really talking unless they have to. Worse yet, you see the disengagement and eye rolls at team meetings. To say the mood is unpleasant would be an understatement. You know that something is off with the team dynamic—and you know you should do something about it. But you keep putting it off and focus on your other tasks, hoping the situation will somehow correct itself.

- But here's the problem: it never will. As an organization leader, you must take on the challenge of addressing the issues within a dysfunctional team. If you don't, the only change you'll see is your quality talent moving on to new jobs to escape a miserable work environment. Facing these issues requires courage and strong leadership.

- Taking the time to figure out a plan to deal with the situation is the only way to turn your dysfunctional team into a transformational one.

43

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2.) Take Stock

- Once you've recognized the problem within your workplace and your team's dynamics, it's time to start reaching out to your employees. Remember: a dysfunctional team dynamic may have many different causes, and it affects each team member differently.

- Talk to your team to get a feel for why they are struggling. Hear what they need straight from their mouths—don't rely on your assumptions. Their answers to your questions may surprise you!

44

How To Manage Dysfunctional Teams

3.) Work with Your Team

- Once your team has been heard, it's time for you as the leader to do what you do best: roll up your sleeves and achieve results.

- The real challenge of learning how to manage dysfunctional teams is getting to know the team members. As you consider how you can help your team, it can be helpful to identify your key players.

- These people are the ones who live out the Core Values of the organization and who embrace the transformational change needed to maximize results. Bringing these people together will align the group dynamic with your plan for the future.

45

4.) Make the Hard Decisions

- Highlighting and promoting valued employees in the right positions can bring a lot of positive energy to the team dynamic. With that said, it's important to remember that not everyone will be a key player.

- More often than not, when morale is low, there is at least one person who would thrive best in another position—or maybe even at another organization. We understand that moving someone off your team is nothing to take lightly.

- However, you need to consider the real cost of allowing someone with misaligned Core Values or performance issues to stay. Their negativity can drag any hard-won morale boost straight back down.

46

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5.) Regroup and Move Forward

- Once your team has started to rebuild and navigate the new, more open dynamic, the only thing left to do is regroup and move forward.
- Be vigilant that you and your team don't fall back into old habits—and don't hold onto grudges and disgruntled feelings.

- As your organization starts to become truly transformative, it's essential to keep everyone accountable. Only then will you see results.

47

1. Know yourself and the role you play best

- "Every team you join is a chance to experiment and learn what you bring to the team," says Marilyn Struthers, organizational consultant and principal M. Struthers & Co. "Figure out the role you play best, how you carry your own power and influence. Recognize your gifts, skills and capacities. Reflect on your role." Comer adds, "Become aware of how your behaviour and actions impact other people."

- Struthers suggests, "If your ideas aren't being received well, it may be that you present them in different ways, being more of a team player than a star. It also may be that the organization is not growing in the direction you can see yourself going. " Along with that self-awareness, Liane Davey, an organizational psychologist and consultant, suggests learning when and how to say no to requests that would dilute your focus, stretch your resources and slow you down.

48

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2. Know what good teams look like

- "Characteristics of well-functioning teams are generally true for all teams," says Dr. Rebecca Sutherns, founder and CEO of strategic facilitation firm Sage Solutions. "Trying to create those strategies on your team can affect positive change."

- Sutherns points to the recent two-year Google study of what makes an effective team as a good starting place. The Google study determined five key (and somewhat surprising) factors that characterized the best functioning teams: dependability; structure and clarity; meaning; impact; and, perhaps most important, psychological safety.

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3. Step up

- It can be all to easy to simply become resentful or passive-aggressive on a dysfunctional team. Instead, Davey counsels, "Show up, get off cruise control and bring the benefit of your experiences, your relationships, and your personality instead of just doing what is in your job description." Sutherns adds that some teams seem dysfunctional because the leader may not have strong process skills — like chairing a meeting.

- She observes that while this is a vital skill to the health of a team, it does not have to be done by the formal leader. "A team member who has strong facilitation skills can step up to offer their skills to the team leader, thus strengthening the team."

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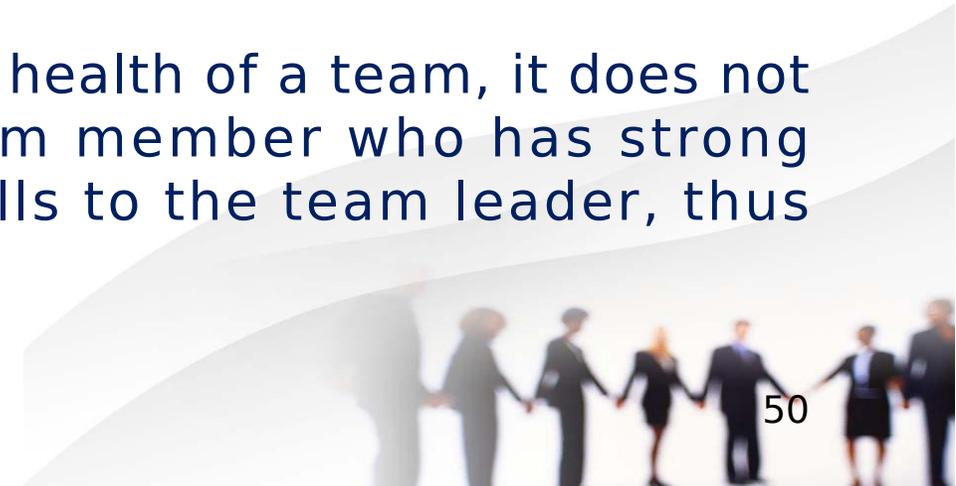
4. Build appreciation and rapport

- Because psychological safety and trust are key to effective teams, Anne Comer, principal, team effectiveness and culture change coach, COMERXCHANGE, suggests cultivating appreciation for what teammates bring to the team, getting to know teammates and what makes them tick as a means of building trust and rapport.

51

5. Listen

- While some people struggle with stepping up in the face of dysfunction, others have the opposite challenge, rushing in to speak and to fix a team.

- While this comes back to knowing yourself, it is always valuable, says Comer, to listen and observe team dynamics. Struthers talks about a time she felt her own leadership style wasn't working for her when she joined a new organization.

- She practiced simply observing how things operated. Davey adds that it is essential to amplify the voices of team members whose perspectives are usually shut out of discussion.

52

6. Ask good questions

- The art of asking good questions is a skill that can defuse tension on a variety of levels within a dysfunctional team. Comer says, "Once you have rapport with your teammates, you can open up the conversation, using neutral language to describe what you have observed and its impact and then ask: how do you think we could do this differently the next time?"

- Sutherns points to the work of Michael Wilkinson, author of The Secrets of Facilitation, who suggests techniques he calls "guerilla facilitation" to manage a meeting when you are not the meeting leader.

- This includes asking clarifying questions for your own benefit, such asking the leader to explain the purpose of a meeting, or what the decision-making process will be.

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53

7. Develop shared language

- As part of Struthers' observation during her break from formal leadership, she developed conceptual language for what she saw, language she was able to insert into conversation with colleagues to help them articulate what was going on.

- She says, "We don't always have shared language to describe our work environment and what is going on, but this is something we can co-create that will help us to move forward."

54

8. Embrace productive conflict

- While nearly all of us prefer to agree, conflict can be productive if it promotes understanding and enhances the work being done.

- In the face of interpersonal conflict between you and another team member, Sutherns suggests beginning by going directly to the person.

55

9. Know how to involve the team leader in a conflict

- "Whistle blowing is big right now," says Struthers. "Some things you shouldn't tolerate but we need to deal with dysfunction in a constructive way." Bringing an issue to the team leader is counterproductive if it simply sounds like you are complaining about someone, says Comer.

- Sutherns adds, "If you have gone to the team member first (or if that is not possible or is inappropriate), you can go to the team leader and have a conversation where you describe what you have observed, and ask them whether they have noticed it too.

- Talk about the challenge in terms of how it is affecting team performance. Be sure to ask the team leader whether there is something you can do to improve the dynamic."

56

10. Know when to walk

- Knowing when to leave a team is a very personal and individual decision, says Comer. Sometimes this may come down to evaluating the alignment between your values and that of the organization, or the fit in terms of the type of working environment. Other times, it can be difficult to get past a history of conflicts and broken trust. "This can be a place where a consultant can set a new, more level playing field." In the absence of this kind of outside voice, Sutherns suggests asking the following questions: "Have I done everything reasonably possible to contribute to this team, over what most people would say is a reasonable time frame? What would the consequences be to me leaving — for my reputation, for the team, for the organization?" Sutherns adds, "There are times when self care comes into play. If a team is going nowhere and it is affecting your personal health, this can be a warning sign."

The Five Dysfunctions of a Team

- Lencioni presents this model of dysfunctional teams in this way:

#1 – Lack of Trust
- The fear of being vulnerable with team members prevents the building of trust within the team.

#2 – Fear of Conflict
- The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.

#3 – Inability to Commit
- The lack of clarity or buy-in prevents team members from holding one another accountable.

#4 – Avoidance of Accountability
- The need to avoid interpersonal discomfort prevents team members from holding one another accountable.

#5 – Inattention to Results
- The pursuit of individual goals and personal status erodes the focus on collective success.

58

Why Teams are Dysfunctional

- Lencioni says the reason why so many teams are dysfunctional is because they're made up of imperfect human beings – all with their own varied interests and frailties.

- Lencioni shares, "When you put them together and leave them to their own devices, even the most well-intentioned people will usually deviate toward dysfunctional, unproductive behavior. And because most leaders and managers are not schooled in the art of building teams, small problems are left untreated and spiral further and further into ugliness and politics."

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Breaking Down Dysfunction

- To assess just how much dysfunction you're dealing with, Lencioni suggests asking the following questions. If the answer to many of the questions below is "no" then your team needs some help.
    - Do team members openly and readily disclose their opinions?
    - Are team meetings compelling? Productive?
    - Does the team come to decisions quickly and avoid getting tied down by consensus?
    - Do members confront each other about their shortcomings?
    - Do members sacrifice their own interest for the good of the team?

Goal – Teamwork

- The first step towards overcoming dysfunction and achieving teamwork is for managers to take the lead in helping the team address the five dysfunctions head on. Through open communication, individual and team exercises and goal setting, the team can move towards cohesiveness and improved performance.

60

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Traits of high performing teams

Lencioni says the traits of high performing teams are the following:

- They are comfortable asking for help, admitting mistakes and limitations, taking risks and giving feedback
- Team members tap into each other's skills and experiences
- They avoid wasting time talking about the wrong issues and don't revisit the same topics because of lack of buy-in
- The team makes quality decisions and accomplishes more in less time, and with fewer resources
- They're not afraid to discuss critical topics and have lively meetings
- The team aligns itself around common objectives
- Good teams retain star employees

61

Group decision making

- Group decision making is a type of participatory process in which multiple individuals acting collectively, analyze problems or situations, consider and evaluate alternative courses of action, and select from among the alternatives a solution or solutions.

- The number of people involved in group decision-making varies greatly, but often ranges from two to seven. The individuals in a group may be demographically similar or quite diverse. Decision-making groups may be relatively informal in nature, or formally designated and charged with a specific goal. The process used to arrive at decisions may be unstructured or structured. The nature and composition of groups, their size, demographic makeup, structure, and purpose, all affect their functioning to some degree. The external contingencies faced by groups (time pressure and conflicting goals) impact the development and effectiveness of decision-making groups as well.

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Group decision making

- In organizations many decisions of consequence are made after some form of group decision-making process is undertaken. However, groups are not the only form of collective work arrangement.

- Group decision-making should be distinguished from the concepts of teams, teamwork, and self managed teams. Although the words teams and groups are often used interchangeably, scholars increasingly differentiate between the two.

- The basis for the distinction seems to be that teams act more collectively and achieve greater synergy of effort

63

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- Katzenback and Smith spell out specific differences between decision making groups and teams:
  – The group has a definite leader, but the team has shared leadership roles
  – Members of a group have individual accountability; the team has both individual and collective accountability.
  – The group measures effectiveness indirectly, but the team measures performance directly through their collective work product.
  – The group discusses, decides, and delegates, but the team discusses, decides, and does real work.

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- There are many methods or procedures that can be used by groups.

- Each is designed to improve the decision-making process in some way.

- Some of the more common group decision-making methods are brainstorming, dialetical inquiry, nominal group technique, and the delphi technique.

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BRAINSTORMING.

- Brainstorming involves group members verbally suggesting ideas or alternative courses of action. The "brainstorming session" is usually relatively unstructured.

- The situation at hand is described in as much detail as necessary so that group members have a complete understanding of the issue or problem. The group leader or facilitator then solicits ideas from all members of the group. Usually, the group leader or facilitator will record the ideas presented on a flip chart or marker board.

- The "generation of alternatives" stage is clearly differentiated from the "alternative evaluation" stage, as group members are not allowed to evaluate suggestions until all ideas have been presented. Once the ideas of the group members have been exhausted, the group members then begin the process of evaluating the utility of the different suggestions presented. Brainstorming is a useful means by which to generate alternatives, but does not offer much in the way of process for the evaluation of alternatives or the selection of a proposed course of action.

66

DIALETICAL INQUIRY

- Dialetical inquiry is a group decision-making technique that focuses on ensuring full consideration of alternatives.

- Essentially, it involves dividing the group into opposing sides, which debate the advantages and disadvantages of proposed solutions or decisions.

- A similar group decision-making method, devil's advocacy, requires that one member of the group highlight the potential problems with a proposed decision. Both of these techniques are designed to try and make sure that the group considers all possible ramifications of its decision.

67

NOMINAL GROUP TECHNIQUE

- The nominal group technique is a structured decision making process in which group members are required to compose a comprehensive list of their ideas or proposed alternatives in writing.

- The group members usually record their ideas privately. Once finished, each group member is asked, in turn, to provide one item from their list until all ideas or alternatives have been publicly recorded on a flip chart or marker board. Usually, at this stage of the process verbal exchanges are limited to requests for clarification—no evaluation or criticism of listed ideas is permitted. Once all proposals are listed publicly, the group engages in a discussion of the listed alternatives, which ends in some form of ranking or rating in order of preference. As with brainstorming, the prohibition against criticizing proposals as they are presented is designed to overcome individuals' reluctance to share their ideas. Empirical research conducted on group decision making offers some evidence that the nominal group technique succeeds in generating a greater number of decision alternatives that are of relatively high quality.

68

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DELPHI TECHNIQUE

- The Delphi technique is a group decision-making process that can be used by decision-making groups when the individual members are in different physical locations.

- The technique was developed at the Rand Corporation. The individuals in the Delphi "group" are usually selected because of the specific knowledge or expertise of the problem they possess.

- In the Delphi technique, each group member is asked to independently provide ideas, input, and/or alternative solutions to the decision problem in successive stages. These inputs may be provided in a variety of ways, such as e-mail, fax, or online in a discussion room or electronic bulletin board.

- After each stage in the process, other group members ask questions and alternatives are ranked or rated in some fashion. After an indefinite number of rounds, the group eventually arrives at a consensus decision on the best course of action.

69

- The effectiveness of decision-making groups can be affected by a variety of factors. Thus, it is not possible to suggest that "group decision making is always better" or "group decision making is always worse" than individual decision-making.

- Demographically diverse group may have to over-come social barriers and difficulties in the early stages of group formation and this may slow down the group. However, some research indicates that diverse groups, if effectively managed, tend to generate a wider variety and higher quality of decision alternatives than demographically homogeneous groups.

- Despite the fact that there are many situational factors that affect the functioning of groups, research through the years does offer some general guidance about the relative strengths and weaknesses inherent in group decision making. The following section summarizes the major pros and cons of decision making in groups.

70

ADVANTAGES OF GROUP DECISION MAKING

- Group decision-making, ideally, takes advantage of the diverse strengths and expertise of its members. By tapping the unique qualities of group members, it is possible that the group can generate a greater number of alternatives that are of higher quality than the individual.

- If a greater number of higher quality alternatives are generated, then it is likely that the group will eventually reach a superior problem solution than the individual.

- Group decision-making may also lead to a greater collective understanding of the eventual course of action chosen, since it is possible that many affected by the decision implementation actually had input into the decision. This may promote a sense of "ownership" of the decision, which is likely to contribute to a greater acceptance of the course of action selected and greater commitment on the part of the affected individuals to make the course of action successful.

71

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- There are many potential disadvantages to group decision-making. Groups are generally slower to arrive at decisions than individuals, so sometimes it is difficult to utilize them in situations where decisions must be made very quickly. One of the most often cited problems is groupthink.

- Research suggests that certain characteristics of groups contribute to groupthink. In the first place, if the group does not have an agreed upon process for developing and evaluating alternatives, it is possible that an incomplete set of alternatives will be considered and that different courses of action will not be fully explored. Many of the formal decision-making processes (e.g., nominal group technique and brain-storming) are designed, in part, to reduce the potential for groupthink by ensuring that group members offer and consider a large number of decision alternatives.

- Secondly, if a powerful leader dominates the group, other group members may quickly conform to the dominant view. Additionally, if the group is under stress and/or time pressure, groupthink may occur. Finally, studies suggest that highly cohesive groups are more susceptible to groupthink.

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- Group polarization is another potential disadvantage of group decision-making. This is the tendency of the group to converge on more extreme solutions to a problem.

- The "risky shift" phenomenon is an example of polarization; it occurs when the group decision is a riskier one than any of the group members would have made individually. This may result because individuals in a group sometimes do not feel as much responsibility and accountability for the actions of the group as they would if they were making the decision alone.

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ORGANISATIONAL POLITICS

"Organisational politics refers to intentional behaviours that are designed to enhance or protect a person's influence and self- interest."   -Drory and Romm

"Politics in an organisation refers to those activities that are not required as part of one's formal role in the organisation, but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organisation." - Farrell & Peterson

Politics is the way managers use power for personal gains. Managers at higher levels use politics to acquire more power. Politics is, thus, the way of working in a manner that a person is able to influence the behaviour of others.

74

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FEATURES OF ORGANISATIONAL POLITICS

1. It aims   at personal benefit arising out of use of power and not organisational benefit.
2. It is a deliberate effort on the part of people to use politics as a source of widening their power base.
3. It is not part of a person's job requirement. It is used to benefit a person.
4. It can be legitimate or illegitimate political behaviour.
5. It moves against rationality. Decisions are based on compromises and bargain and not rational acts.
6. Politics takes place when an individual recognizes that achievement of his goals is influenced by behaviour of others.

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Though political behaviour has positive outcome for people who engage in ethical politics, people who do not have political skills do not face the positive outcomes. The negative consequences of political behaviour are as follows:

1. Low job Satisfaction: though personal gains are achieved, people who achieve promotions or rewards not on the basis of their performance on the job may have low job satisfaction. People who want to achieve targets on the basis of merit but not politics are not satisfied with their jobs if they have to adopt political behaviour as the unavoidable couse of action.

2. High stress: If a person does not engage in political behaviour on the grounds of morality and ethics, but he loses promotion opportunities because others surpass him through political behaviour, it increases his job stress.

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CONSEQUENCES OF ORGANISATIONAL POLITICS

3. **Organisational Conflicts:** It increases conflicts amongst individuals because their behaviour is based on irrational, non- measurable standards. Time and energy are wasted which add to neither professional growth of the individual nor the organisation. This negatively affects productivity.

4. **Goal Displacement:** Organisational politics enhance power base of some people who use it to promote personal goals rather than organisational goals. This results in goal displacement.

5. **Low performance:** Political environment reduces the motivation of people to work which negatively affects their job performance.

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6. High absenteeism and turnover: When low job performance, low job satisfaction, conflicts and job stress become too high for employees to handle, they start absenting from work and may even leave the jobs.

High absenteeism and turnover increase personnnel costs of recruitment, selection, training etc. and affect competitive position of the organisation.

FACTORS AFFECTING ORGANISATIONAL POLITICS

1. **Competition for Power:** Political behaviour emerges because people want to derive power, that is, over and above the authority delegated to them formally. They want to aquire power because it is satisfying to them. Since amount of power like other resources is limited, often, there is competition for acquiring power.

2. **Discretionary Authority:** Organisations provide positions with discretionary authority to use such powers in the case of special needs like emergency in organisations. Such authority is used based on individual judgement. Such discretionary authority then, becomes the basis for organisational politics.

79

3. Ambiguity in organisation: Ambiguity in organisation, particularly of roles and authority, generates politics. The more ambiguous the formal roles and authority of organisational members, te more developed will be internal system of political competition.

Ambiguity puts people to settle their roles through mutual interactions. In these interactions, people may try to enact their roles ost suited to them so that they can show better performance.

4. Subjective Evalution of Performance: Subjective evaluation of performance may also lead to political behaviour in many cases, performance evaluation cannot be based on any concrete achievement, and it is the judgement of superior which is taken as the basis for performance evaluation.

This may happen where performance cannot be measured quantitatively. When subjective evaluation of performance is taken and members may think some bias in superior's evaluation, they may be forced into dysfunctional political behaviour.

80

5. **Saturation in Promotion:** People have a feeling that they have reached saturation level of promotion. When they reach the maximum level as per their talent and skills, they resort to political behaviour. This what peter principles describes, that is, in a hierarchy, every employee tends to rise to the levels of incompetence and he will have no other business than to engage in politics that has undesirable consequences.

6. **Joint Decision Making:** Large organisations emphasize on joint decision making to solve common problems faced by various units. Joint decision making generates conflict and politics. In order to get favourable decision, peoplle involve in politics by forming coalitions and associations through which they will be able to achieve their objectives.

81

MANAGING ORGANISATIONAL POLITICS
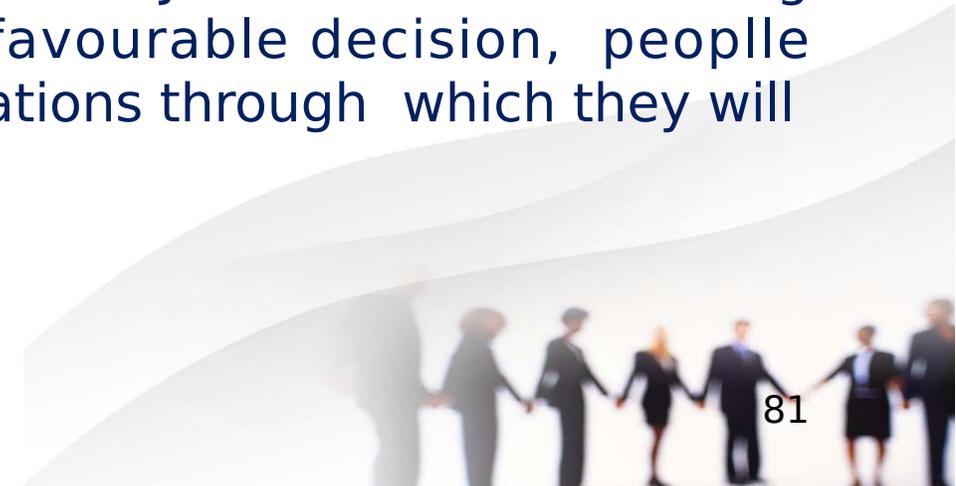
Some guidelines helpful in minimizing the dysfunctional effects of organisational politics:

1. Much of the political behaviour is caused because of lack of clarity in job definitions, roles, rules, procedures, and authority. Therefore, by prescribing these things clearly, some dysfunctional behaviour can be checked. Clarity in these aspects helps in minimizing favouritism, unfairness, nepotism, and opportunity for people to advance themselves at the expense of others and of the organisation.

2. When top people abuse the system, exploit opportunities for their benefits, or reward non-performance criteria, other organisational members will follow soon. Therefore, top management should not get indulged in dysfunctional politics but also discourage it by clearly stating that such a behaviour is to be penalized.

82

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3. Management can take direct action to curb political behaviour. When politics deters the organisation from the pursuit of its objectives, management action is reuired. It can curtail offensive tactics when the first signs become evident. Simlarly, when people play the politics of being indifferent to the decisions made by them, they should be held personally responsible or the decisions.

4. As far as possible, there should be objective criteria for setting objectives for individuals and departments, and the rewarding of individuals should be solely on attainment of these objectives. When objectives are clearly   specified, any deviations from it will be obvious and it will be easier to control.

83

Leadership

- Leaders and their leadership skills play an important role in the growth of any organization. Leadership refers to the process of influencing the behaviour of people in a manner that they strive willingly and enthusiastically towards the achievement of group objectives.

- A leader should have the ability to maintain good interpersonal relations with the followers or subordinates and motivate them to help in achieving the organizational objectives.

84

Features of Leadership

- **Influence the behaviour of others:** Leadership is an ability of an individual to influence the behaviour of other employees in the organization to achieve a common purpose or goal so that they are willingly co-operating with each other for the fulfillment of the same.

- **Inter-personal process:** It is an interpersonal process between the leader and the followers. The relationship between the leader and the followers decides how efficiently and effectively the targets of the organization would be met.

- **Attainment of common organizational goals:** The purpose of leadership is to guide the people in an organization to work towards the attainment of common organizational goals. The leader brings the people and their efforts together to achieve common goals.

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Features of Leadership

- **Continuous process:** Leadership is a continuous process. A leader has to guide his employees every time and also monitor them in order to make sure that their efforts are going in the same direction and that they are not deviating from their goals.

- **Group process:** It is a group process that involves two or more people together interacting with each other. A leader cannot lead without the followers.

- **Dependent on the situation:** It is situation bound as it all depends upon tackling the situations present. Thus, there is no single best style of leadership.

Importance of Leadership

- **Initiating Action:** Leadership starts from the very beginning, even before the work actually starts. A leader is a person who communicates the policies and plans to the subordinates to start the work.

- **Providing Motivation:** A leader motivates the employees by giving them financial and non-financial incentives and gets the work done efficiently. Motivation is the driving force in an individual's life.

- **Providing guidance:** A leader not only supervises the employees but also guides them in their work. He instructs the subordinates on how to perform their work effectively so that their efforts don't get wasted.

87

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Importance of Leadership

- **Creating confidence:** A leader acknowledges the efforts of the employees, explains to them their role clearly and guides them to achieve their goals. He also resolves the complaints and problems of the employees, thereby building confidence in them regarding the organization.

- **Building work environment:** A good leader should maintain personal contacts with the employees and should hear their problems and solve them. He always listens to the point of view of the employees and in case of disagreement persuades them to agree with him by giving suitable clarifications. In case of conflicts, he handles them carefully and does not allow it to adversely affect the entity. A positive and efficient work environment helps in stable growth of the organization.

88

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Importance of Leadership

- **Co-ordination:** A leader reconciles the personal interests of the employees with the organizational goals and achieves co-ordination in the entity.

- **Creating Successors:** A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. He creates more leaders.

- **Induces change:** A leader persuades, clarifies and inspires employees to accept any change in the organization without much resistance and discontentment. He makes sure that employees don't feel insecure about the changes.

- Often, the success of an organization is attributed to its leaders. But, one must not forget that it's the followers who make a leader successful by accepting his leadership. Thus, leaders and followers collectively play a key role to make leadership successful.

89

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Qualities of a Leader

- **Personality:** A pleasing personality always attracts people. A leader should also friendly and yet authoritative so that he inspires people to work hard like him.

- **Knowledge:** A subordinate looks up to his leader for any suggestion that he needs. A good leader should thus possess adequate knowledge and competence in order to influence the subordinates.

- **Integrity:** A leader needs to possess a high level of integrity and honesty. He should have a fair outlook and should base his judgment on the facts and logic. He should be objective and not biased.

- **Initiative:** A good leader takes initiative to grab the opportunities and not wait for them and use them to the advantage of the organization.

- **Communication skills:** A leader needs to be a good communicator so that he can explain his ideas, policies, and procedures clearly to the people. He not only needs to be a good speaker but also a good listener, counsellor, and persuader.

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90

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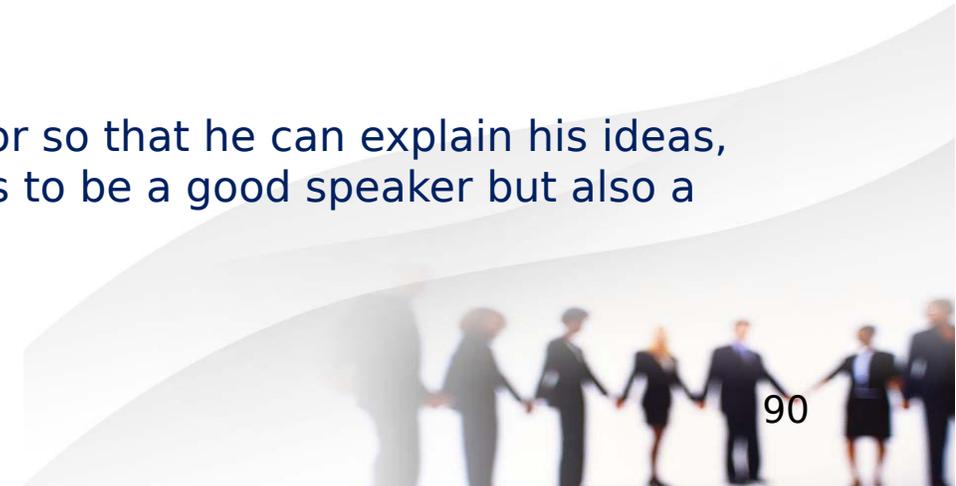
Qualities of a Leader

- **Motivation skills:** A leader needs to be an effective motivator who understands the needs of the people and motivates them by satisfying those needs.

- **Self-confidence and Will Power:** A leader needs to have a high level of self-confidence and immense will-power and should not lose it even in the worst situations, else employees will not believe in him.

- **Intelligence:** A leader needs to be intelligent enough to analyze the pros and cons of a situation and take a decision accordingly. He also needs to have a vision and fore-sightedness so that he can predict the future impact of the decisions taken by him.

- **Decisiveness:** A leader has to be decisive in managing his work and should be firm on the decisions are taken by him.

- **Social skills:** A leader should possess empathy towards others. He should also be a humanist who also helps the people with their personal problems. He also needs to possess a sense of responsibility and accountability because with great authority comes great responsibility.

91

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Leadership Styles

Leadership styles are classifications of how a person behaves while leading a group.

Lewyn's leadership styles are
- Authoritarian (autocratic),
- Participative (democratic),
- Delegative (laissez-faire).

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Lewin's Leadership Styles

- In Lewin's study, schoolchildren were assigned to one of three groups with an authoritarian, democratic, or laissez-faire leader.

- The children were then led in an arts and crafts project while researchers observed the behavior of children in response to the different styles of leadership.

- The researchers found that democratic leadership tended to be the most effective at inspiring followers to perform well.

93

Lewin's Leadership Styles

Authoritarian Leadership (Autocratic)

- Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both command by the leader and control of the followers. There is also a clear division between the leader and the members. Authoritarian leaders make decisions independently, with little or no input from the rest of the group.

- Researchers found that decision-making was less creative under authoritarian leadership. Lewin also concluded that it is harder to move from an authoritarian style to a democratic style than vice versa. Abuse of this method is usually viewed as controlling, bossy, and dictatorial.

- Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good one when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader.

94

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Lewyn's leadership styles

- ## Participative Leadership (Democratic)

- Lewin's study found that participative leadership, also known as democratic leadership, is typically the most effective leadership style.1 Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a higher quality.

- Participative leaders encourage group members to participate, but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group.

95

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- Delegative Leadership (Laissez-Faire)

- Lewin found that children under delegative leadership, also known as laissez-faire leadership, were the least productive of all three groups.1 The children in this group also made more demands on the leader, showed little cooperation, and were unable to work independently.

- Delegative leaders offer little or no guidance to group members and leave the decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation.

- Lewin noted that laissez-faire leadership tended to result in groups that lacked direction and members who blamed each other for mistakes, refused to accept personal responsibility, made less progress, and produced less work.

96

Observations About Lewin's Leadership Styles

- Authoritarian leaders are often described as controlling and close-minded, yet this overlooks the potential positives of stressing rules, expecting obedience, and taking responsibility.

- While authoritarian leadership certainly is not the best choice for every situation, it can be effective and beneficial in cases where followers need a great deal of direction and where rules and standards must be followed to the letter. Another often overlooked benefit of the authoritarian style is the ability to maintain a sense of order.

- Bass and Bass note that democratic leadership tends to be centered on the followers and is an effective approach when trying to maintain relationships with others.2 People who work under such leaders tend to get along well, support one another, and consult other members of the group when making decisions.

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Additional Leadership Styles and Models

- In addition to the three styles identified by Lewin and his colleagues, researchers have described numerous other characteristic patterns of leadership. A few of the best-known include:

- Transformational Leadership

- Transformational leadership is often identified as the single most effective style. This style was first described during the late 1970s and later expanded upon by researcher Bernard M. Bass. Transformational leaders are able to motivate and inspire followers and to direct positive changes in groups.

- These leaders tend to be emotionally intelligent, energetic, and passionate. They are not only committed to helping the organization achieve its goals, but also to helping group members fulfill their potential.

- Research shows that this style of leadership results in higher performance and more improved group satisfaction than other leadership styles.3 One study also found that transformational leadership led to improved well-being among group members.

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Additional Leadership Styles and Models

Transactional Leadership

- The transactional leadership style views the leader-follower relationship as a transaction. By accepting a position as a member of the group, the individual has agreed to obey the leader. In most situations, this involves the employer-employee relationship, and the transaction focuses on the follower completing required tasks in exchange for monetary compensation.

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- One of the main advantages of this leadership style is that it creates clearly defined roles.

- People know what they are required to do and what they will be receiving in exchange. This style allows leaders to offer a great deal of supervision and direction, if needed.

- Group members may also be motivated to perform well to receive rewards. One of the biggest downsides is that the transactional style tends to stifle creativity and out-of-the-box thinking.

99

Additional Leadership Styles and Models

Situational Leadership

Situational theories of leadership stress the significant influence of the environment and the situation on leadership. Hersey and Blanchard's leadership styles is one of the best-known situational theories. First published in 1969, this model describes four primary styles of leadership, including:

- 1.Telling: Telling people what to do

- 2.Selling: Convincing followers to buy into their ideas and messages

- 3.Participating: Allowing group members to take a more active role in the decision-making process

- 4.Delegating: Taking a hands-off approach to leadership and allowing group members to make the majority of decisions

100

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Additional Leadership Styles and Models

- Blanchard's SLII leadership styles model also described four different leading styles:

  1. Directing: Giving orders and expecting obedience, but offering little guidance and assistance

  2. Coaching: Giving lots of orders, but also lots of support

  3. Supporting: Offering plenty of help, but very little direction

  4. Delegating: Offering little direction or support

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House's Path Goal Theory

- The theory was developed by Robert House and has its roots in the expectancy theory of motivation.

- The theory is based on the premise that an employee's perception of expectancies between his effort and performance is greatly affected by a leader's behavior. The leaders help group members in attaining rewards by clarifying the paths to goals and removing obstacles to performance.

- They do so by providing the information, support, and other resources which are required by employees to complete the task.

- House's theory advocates servant leadership. As per servant leadership theory, leadership is not viewed as a position of power. Rather, leaders act as coaches and facilitators to their subordinates. According to House's path-goal theory, a leader's effectiveness depends on several employee and environmental contingent factors and certain leadership styles.

102

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Leadership Styles

The four leadership styles are:

- Directive: Here the leader provides guidelines, lets subordinates know what is expected of them, sets performance standards for them, and controls behavior when performance standards are not met. He makes judicious use of rewards and disciplinary action. The style is the same as task-oriented one.

- Supportive: The leader is friendly towards subordinates and displays personal concern for their needs, welfare, and well-being. This style is the same as people-oriented leadership.

- Participative: The leader believes in group decision-making and shares information with subordinates. He consults his subordinates on important decisions related to work, task goals, and paths to resolve goals.

- Achievement-oriented: The leader sets challenging goals and encourages employees to reach their peak performance. The leader believes that employees are responsible enough to accomplish challenging goals. This is the same as goal-setting theory.

- According to the theory, these leadership styles are not mutually excusive and leaders are capable of selecting more than one kind of a style suited for a particular situation.

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Contingencies

- The theory states that each of these styles will be effective in some situations but not in others. It further states that the relationship between a leader's style and effectiveness is dependent on the following variables:

- Employee characteristics: These include factors such as employees' needs, locus of control, experience, perceived ability, satisfaction, willingness to leave the organization, and anxiety. For example, if followers are high inability, a directive style of leadership may be unnecessary; instead a supportive approach may be preferable.

- Characteristics of work environment: These include factors such as task structure and team dynamics that are outside the control of the employee. For example, for employees performing simple and routine tasks, a supportive style is much effective than a directive one. Similarly, the participative style works much better for non-routine tasks than routine ones.

- When team cohesiveness is low, a supportive leadership style must be used whereas in a situation where performance-oriented team norms exist, a directive style or possibly an achievement-oriented style works better. Leaders should apply directive style to counteract team norms that oppose the team's formal objectives.

104

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Conclusion

- This theory consistently reminds the leaders that their main role as a leader is to assist the subordinates in defining their goals and then to assist them in accomplishing those goals in the most efficient and effective manner.

- This theory gives a guide map to the leaders about how to increase subordinates satisfaction and performance level.

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Fiedler's Contingency Theory of Leadership

- Fiedler's Contingency Theory of Leadership states that your effectiveness as a leader is determined by how well your leadership style matches the situation.

- Contingency theory is a general theory which says that there is no one singular best way to structure your organization and lead your team.

- Instead, the best way to do this will be contingent on the situation. So, contingency theories examine how best to run your team or organization given different situations. Another way to say this is that the best leadership style will be contingent on the situation.

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Fiedler's Contingency Theory of Leadership

Using the Model

- To use Fiedler's Contingency Theory of Leadership follow these steps.

Step 1. Identify your Leadership Style

- The first step is to determine your preferred leadership style using the LPC scale.

- You can use the following table to score yourself on the LPC scale. Fill in your answers keeping in mind the one person that you least like to work with.

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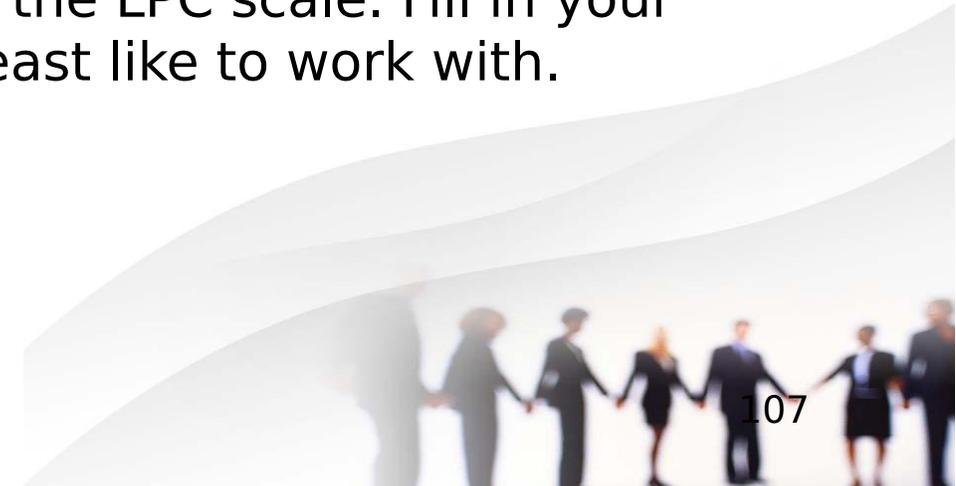
Score yourself on the LPC scale

Negative	Score	Positive
Unpleasant	1 2 3 4 5 6 7 8	Pleasant
Rejecting	1 2 3 4 5 6 7 8	Accepting
Tense	1 2 3 4 5 6 7 8	Relaxed
Cold	1 2 3 4 5 6 7 8	Warm
Boring	1 2 3 4 5 6 7 8	Interesting
Backbiting	1 2 3 4 5 6 7 8	Loyal
Uncooperative	1 2 3 4 5 6 7 8	Cooperative
Hostile	1 2 3 4 5 6 7 8	Supportive
Guarded	1 2 3 4 5 6 7 8	Open
Insincere	1 2 3 4 5 6 7 8	Sincere
Unkind	1 2 3 4 5 6 7 8	Kind
Inconsiderate	1 2 3 4 5 6 7 8	Considerate
Untrustworthy	1 2 3 4 5 6 7 8	Trustworthy
Gloomy	1 2 3 4 5 6 7 8	Cheerful
Quarrelsome	1 2 3 4 5 6 7 8	Harmonious

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- You can now calculate your LPC score by totaling all the numbers you circled. You can interpret your score as follows:

- 73 and above: You are a relationship-oriented leader.

- 54 and below: You are a task-oriented leader.

- Between 55 and 72: You are a mixture of both and it's up to you to determine which style suits you the best.

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Step 2: Understand your Situation

- To understand the situation you are facing answer the following questions:

- Is trust with your team high or low (member relations)?
- Are tasks vague or clear-cut and well understood (task structure)?
- Is your authority low or high (position power)?

- The easiest way to do this is to score each answer from 1 to 10, with 10 representing the highest value.

110

Fiedler's Contingency Theory of Leadership

Step 3: Find the Right Leadership Style

- Now that we understand how we like to lead, and we understand the situation we are facing, we're in a position to determine if we have the right style for the situation we're facing.

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Fiedler's Contingency Theory

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Fiedler's Contingency Theory of Leadership

- This table is showing us what Fiedler found to be the best leadership style given different combinations of the situational factors. Note that the red line in this diagram represents task-oriented leaders, and the yellow line represents relationship-oriented leaders.

- In general, you can see that when situations are highly favorable or highly unfavorable the task-oriented leader is most effective. It is only in the middle area, where situational factors are mixed, that the relationship-oriented leader is most effective.

- From Fiedler's perspective, you would place leaders into situations that are most suited to their style. However, a more modern approach is to adapt your style according to the situation.

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Fiedler's Contingency Theory of Leadership

Example 1: PizzaHut Restaurant Manager

- In this example, we're going to imagine that you have been newly appointed the manager of a PizzaHut restaurant. In this scenario we might expect the following situational factors:

- Trust will be low. This is because you are new to the job so your team won't trust you. Secondly, staff turnover is high so it's going to be difficult to build strong relationships.
- Task structure is high. This is because there are extremely clear operating procedures to follow covering everything from how to make each pizza, to how to welcome customers to the restaurant.
- Position power is high. You have the ability to hire and fire and reward and punish as is required.

- According to Fiedler's Contingency Theory of Leadership, and using our table above, a relationship-oriented leader is best suited to this type of role.

114

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Fiedler's Contingency Theory of Leadership

Example 2: Software Development Manager

- In this example, we're going to imagine that you've just been promoted to be the manager of a software development team you've been working in for two years.

- In this scenario, the situational factors might look something like this:

- Trust will be high. You've already worked with the team for two years, know each of the team members well, and they trust you.

- Task structure is high. Even though software development is complex, task structure is high as the team knows what they have to do each week.

- Position power is low. Although you've been promoted to manage the team's day to day work, you are not responsible for line managing any of them. Thus, you don't hold much formal authority over any of them.

- According to Fiedler's Contingency Theory of Leadership, and using our table above, a task-oriented leader is best suited to this type of role.

115

Advantages and Disadvantages of Fiedler's Contingency Theory

The advantages of Fiedler's Contingency Theory of Leadership are:

It provides a simple rule of thumb for identifying which leaders are best for which situations.

- Unlike many other leadership theories, it takes the situation into account in determining the effectiveness of a leader.
- Both the LPC and the situational factors are easy to measure.

The disadvantages of Fiedler's Contingency of Leadership are:

- It's not flexible at all. If your leadership style doesn't match the situation that's it. Game over. You need to be replaced. There is nothing you can do to change the situation.
- The LPC scale is subjective and so its possible incorrectly assess your own leadership style.
- If you happen to fall in the middle of the LPC scale then there is no guidance as to which kind of leader you might be.
- Your assessment of the situation is subjective. This means you may incorrectly assess the situation and consequently, you may incorrectly determine what kind of leader is required.

116

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Contingency theory

- There are two important factors in Fiedler's Contingency Theory: leadership style and situational favorableness.

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Conflict Management

- There are many sources of conflict.
- Conflict occurs when individuals or groups are not obtaining what they need or want and are seeking their own self-interest.

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Characteristics of Conflict

1. Conflict is a Process:

- Conflict occurs in 'layers'. First layer is always misunderstanding. The other layers are differences of values, differences of viewpoint, differences of interest, and interpersonal differences. It is also called a process because it begins with one party perceiving the other to oppose or negatively affect its interests and ends with competing, collaborating, compromising or avoiding.

2. Conflict is Inevitable:

- Conflict exists everywhere. No two persons are the same. Hence they may have individual differences. And the differences may be because of values or otherwise, lead to conflict. Although inevitable, conflict can be minimized, diverted and/or resolved. Conflict develops because we are dealing with people's lives, jobs, children, pride, self-concept, ego and sense of mission. Conflict is inevitable and often good, for example, good teams always go through a "form, storm, norm and perform" period.

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Characteristics of Conflict

3. Conflict is a Normal Part of Life:

- Individuals, groups, and organisations have unlimited needs and different values but limited resources. Thus, this incompatibility is bound to lead to conflicts. The conflict is not a problem, but if it is poorly managed then it becomes a problem.

4. Perception:

- It must be perceived by the parties to it, otherwise it does not exist. In interpersonal interaction, perception is more important than reality. What we perceive and think affects our behaviour, attitudes, and communication.

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120

Characteristics of Conflict

5. Opposition:

- One party to the conflict must be perceiving or doing something the other party does not like or want.

6. Interdependence and Interaction:

- There must be some kind of real or perceived interdependence. Without interdependence there can be no interaction. Conflict occurs only when some kind of interaction takes place.

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Characteristics of Conflict

7. Everyone is inflicted with Conflict:

- Conflict may occur within an individual, between two or more individuals, groups or between organisations.

8. Conflict is not Unidimensional:

- It comes into different ways in accordance with degree of seriousness and capacity. At times, it may improve even a difficult situation.

Concept of Conflict Management

- 'Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of non-productive escalation. Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment.'

- All members of every organisation need to have ways of keeping conflict to a minimum – and of solving problems caused by conflict, before conflict becomes a major obstacle to your work.

123

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Types of Conflict

Conflicts can be of different types as described below:

On the basis of involvement:

- Conflicts may be intrapersonal (conflict with self), interpersonal (between two persons) and organisational. Organizational conflict, whether real or perceived, is of two types -intraorganizational and interorganizational. Interorganizational conflict occurs between two or more organizations.

- Different businesses competing against each other are a good example of interorganizational conflict. Intraorganizational conflict is the conflict within an organization, and can be examined based upon level (e.g. department, work team, individual), and can be classified as interpersonal, intragroup and intergroup.

- Interpersonal conflict-once again-whether it is substantive or affective, refers to conflict between two or more individuals (not representing the group of which they are a part of) of the same or different group at the same or different level, in an organization.

- Interpersonal conflict can be divided into intergroup and intergroup conflict. While the former—intragroup-occurs between members of a group (or between subgroups within a group), intergroup-occurs between groups or units in an organization. 124

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Types of Conflict

On the basis of Scope:

- Conflicts may be substantive and Affective. A substantive conflict is associated with the job, not individuals, while an affective conflict is drawn from emotions. Substantive conflicts may be over the facts of a situation, the method or means of achieving a solution to the problem, ends or goals, and values. Thus it includes task conflict and process conflict in its scope.

- Procedural conflicts can include disagreements about factors such as meeting dates and times, individual task assignments, group organization and leadership, and methods of resolving disagreements. Unresolved procedural conflicts can prevent work on collaborative projects. Substantive conflict can enhance collaborative decision-making. Substantive conflict is also called performance, task, issue, or active conflict.

- On the other hand, an affective conflict (also called as relationship or opposite of agreeable conflict) deals with interpersonal relationships or incompatibilities and centres on emotions and frustration between parties.

125

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Types of Conflict

- Affective conflicts can be very destructive to the organisation, if remains unresolved. Relationship conflict comes under the scope of affective conflicts. An affective conflict is nearly always disruptive to collaborative decision-making. The conflict causes members to be negative, irritable, suspicious, and resentful.

- For example, when collaborators disagree on the recognition and solution to a task problem because of personal prejudices (e.g. prejudices stemming from strong social, political, economic, racial, religious, ethnic, philosophical, or interpersonal biases) they are seldom able to focus on the task.

- The two concepts are related to each other. If one could make a distinction between good and bad conflict, substantive would be good and affective conflict would be bad. Substantive conflict deals with disagreements among group members about the content of the tasks being performed or the performance itself.

126

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Types of Conflict

On the basis of Results:

- Conflict can be Constructive or Destructive, creative or restricting, and positive or negative. Destructive conflicts are also known as dysfunctional conflicts, because such conflicts prevent a group from attaining its goals.

- Conflict is destructive when it takes attention away from other important activities, undermines morale or self-concept, polarises people and groups, reduces cooperation, increases or sharpens difference, and leads to irresponsible and harmful behaviour, such as fighting, name-calling.

- On the other hand, constructive conflicts are also known as functional conflicts, because they support the group goals and help in improving performance. Conflict is constructive when it results in clarification of important problems and issues, results in solutions to problems, involves people in resolving issues important to them, causes authentic communication, helps release emotion, anxiety, and stress, builds cooperation among people through learning more about each other; joining in resolving the conflict, and helps individuals develop understanding and skills.

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Types of Conflict

On the basis of Sharing by Groups:

- Conflicts may be Distributive and Integrative. Distributive conflict is approached as a distribution of a fixed amount of positive outcomes or resources, where one side will end up winning and the other losing, even if they do win some concessions.

- On the other hand, integrative – Groups utilizing the integrative model see conflict as a chance to integrate the needs and concerns of both groups and make the best outcome possible. This type of conflict has a greater emphasis on compromise than the distributive conflict. It has been found that the integrative conflict results in consistently better task related outcomes than the distributive conflict.

128

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Types of Conflict

On the basis of Strategy:

- Conflicts may be competitive and cooperative. Competitive conflict is accumulative. The original issue that began the conflict becomes irrelevant. The original issue is more of a pretext than a cause of the conflict. Competitive conflict is marked by the desire to win the fight or argument, even if winning costs more and causes more pain than not fighting at all.

- Costs do not matter in competitive conflict, and therefore, irrationality remains its main mark. Competitive conflict is characterized by fear, which is one of the important ingredients in a conflict becoming irrational. If one is personally invested in the outcome, this too leads to irrational conclusions, especially if issues of self-esteem, whether personal or national, are involved.

129

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Types of Conflict

- Competitive conflict can either begin by, or be rationalized by, conflicts of ideology or principle. Even more, when the desire to win overtakes any specific reason for the conflict, irrationally develops.

- Importantly in history, when powers are roughly equal, such as the World War I alliances were, conflict that becomes competitive and irrational nearly always develops. In economic competition customers are the winners and the firms may be at risk. But in sports competition is encouraged.

- In a cooperative situation the goals are so linked that everybody 'sinks or swims' together, while in the competitive situation if one swims, the other must sink. A cooperative approach aligns with the process of interest-based or integrative bargaining, which leads parties to seek win-win solutions. Disputants that work cooperatively to negotiate a solution are more likely to develop a relationship of trust and come up with mutually beneficial options for settlement.

130

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Types of Conflict

On the basis of Rights and Interests:

- Conflict of rights means where people are granted certain rights by law or by contract or by previous agreement or by established practice. If such a right is denied, it will lead to conflict. Such a conflict is settled by legal decision or arbitration, not negotiation.

- On the other hand conflict of interests means where a person or group demands certain privileges, but there is no law or right in existence. Such a dispute can be settled only through negotiation or collective bargaining.

131

Stages of Conflict

- A manager must know various stages of conflict to handle it. The solution to conflict becomes easy before it becomes serious, if he knows of the real issue behind the conflict and how the conflict developed. Normally a conflict passes through the following stages:

  a. People recognise lack of resources, diversity of language or culture. Sensitiveness may possibly result in conflict.

  b. If there are serious differences between two or among more than two groups, the latent conflict in a competitive situation may turn out into conflict.

  c. An incident may trigger a latent conflict into an open conflict

  d. Once a problem has been solved, the potential for conflict still remains in the aftermath. In fact the potential is bigger than before, if one party perceives that the resolution has resulted into win-lose situation.

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Are Conflicts Bad and Undesirable?

- There are three viewpoints. The traditionalists view conflict as bad and be avoided. In most of the cultures, this is what is being taught – 'If you cannot speak well, keep mum',' don't fight with anyone', and alike.

- The followers of human relations school opine that conflict is natural and can be functional at sometime and dysfunctional at other time. According to them, conflict provides an avenue to know of opinions and an opportunity for creativity and persuasion. Thus, it calls for an open approach to conflict.

- The integrationists view conflict as inevitable and stimulating conflict to some extent is helpful. Conflict is viewed as a positive force except that when it is misdiagnosed, mismanaged, or improperly avoided.

133

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Are Conflicts Bad and Undesirable?

We are of the opinion that conflicts are inevitable, not always bad or the same as discomfort, but key to them is proper diagnosis and their resolution.

Conflict is often needed as it-

a. Helps to raise and address problems,

b. Energizes work to be on the most appropriate issues,

c. Helps people "be real", for example, it motivates them to participate, and

d. Helps people learn how to recognize and benefit from their differences.

134

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Conflict becomes a problem when it:

a. Hampers productivity,

b. Lowers morale,

c. Causes more and continued conflicts, and

d. Causes inappropriate behaviours.

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Conflict Indicators

- a. Body language
- b. Colleagues not speaking to each other or ignoring each other
- c. Deliberately undermining or not co-operating with each other, to the downfall of the team
- d. contradicting and bad-mouthing one another
- e. Disagreements, regardless of issue
- f. Withholding bad news
- g. Surprises
- h. Strong public statements
- i. Airing disagreements through media
- j. Conflicts in value system
- k. Desire for power

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Conflict Indicators

- l. Increasing lack of respect
- m. Open disagreement
- n. Lack of candour on budget problems or other sensitive issues
- o. Lack of clear goals
- p. No discussion of progress, failure relative to goals, failure to evaluate the superintendent fairly, thoroughly or at all
- q. Factions meeting to discuss issues separately, when they affect the whole organisation
- r. One group being left out of organising an event which should include everybody
- s. Groups using threatening slogans or symbols to show that their group is right and the others are wrong.

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Causes/ Reasons/Sources of Conflicts

Conflicts may be caused by any one or more of the following reasons:

- Cognitive (Recognition and Understanding) Dissonance (Difference of opinion):
- It is a conflict between convergent (ability to narrow the number of possible solutions to a problem by applying logic and knowledge) and divergent thinking (thinking outwards instead of inward).
- Status:
- Status is a state, condition, or situation. When there is a need for status and a "wrong" person is promoted.
- Incongruence:
- A party is required to engage in an activity that is incongruent with his or her needs or interests.
- Incompatibility:
- A party holds behavioural preferences like attitudes, values, skills, goals, and perceptions, the satisfaction of which is incompatible with another person's implementation of his or her preferences. Economics: Insufficient remuneration to employees.
- Stress:

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Causes/ Reasons/Sources of Conflicts

- Conflicts from stress from external sources; i.e., functional or dysfunctional situations.
- Poor or Inadequate Organisational Structure and Lack of Teamwork.
- Seeking Power:
- Often a conflict for power struggle takes place when everyone wants to be a leader and nobody wants to be a follower.
- Weak Leadership:
- Conflict is bound to result if someone of less stature leads a more qualified and experienced worker.
- Arbitrary interpretation and application of rules and policies: Lack of transparency and openness creates dissatisfaction among the affected people.
- Differing viewpoints among colleagues about each other:
- In case of joint action two parties may have partially exclusive behavioural preferences.

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Causes/ Reasons/Sources of Conflicts

Managerial Actions:

- Poor communication (employees being not informed of new decisions, programmes etc., not involved in decision making, and rumor mongering allowed); insufficient resources (Disagreement on allotment of work, stress from inadequate financial, equipment, facilities, and other resources and privileges); absence of personal chemistry between managers and employees (both sides having rigidity, dislike for absence of self- traits); lack of clarity in roles and responsibilities, arbitrariness in employees' performance appraisal; weak leadership, and inconsistent, too-strong, or uninformed leadership (lack of openness, buck-passing with little follow-through, lingering on issues, first-line managers failing to understand their subordinates' jobs). All these factors cause dissatisfaction.

140

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Conflict Management Styles

- Conflict management must aim at minimizing affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and also to match the status and concerns of the two parties in conflict.

- Many styles of conflict management behavior have been researched in the past century. Mary Parker Follett described them as domination, compromise, and integration (involves openness, exchanging information, looking for alternatives, and examining differences to solve the problem in a manner that is acceptable to both parties).

- She also mentioned avoidance and suppression as other forms of handling conflicts. Robert R. Blake and Jane S. Mouton then presented five styles: forcing, withdrawing, smoothing, compromising, and problem solving.

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Conflict Management Model

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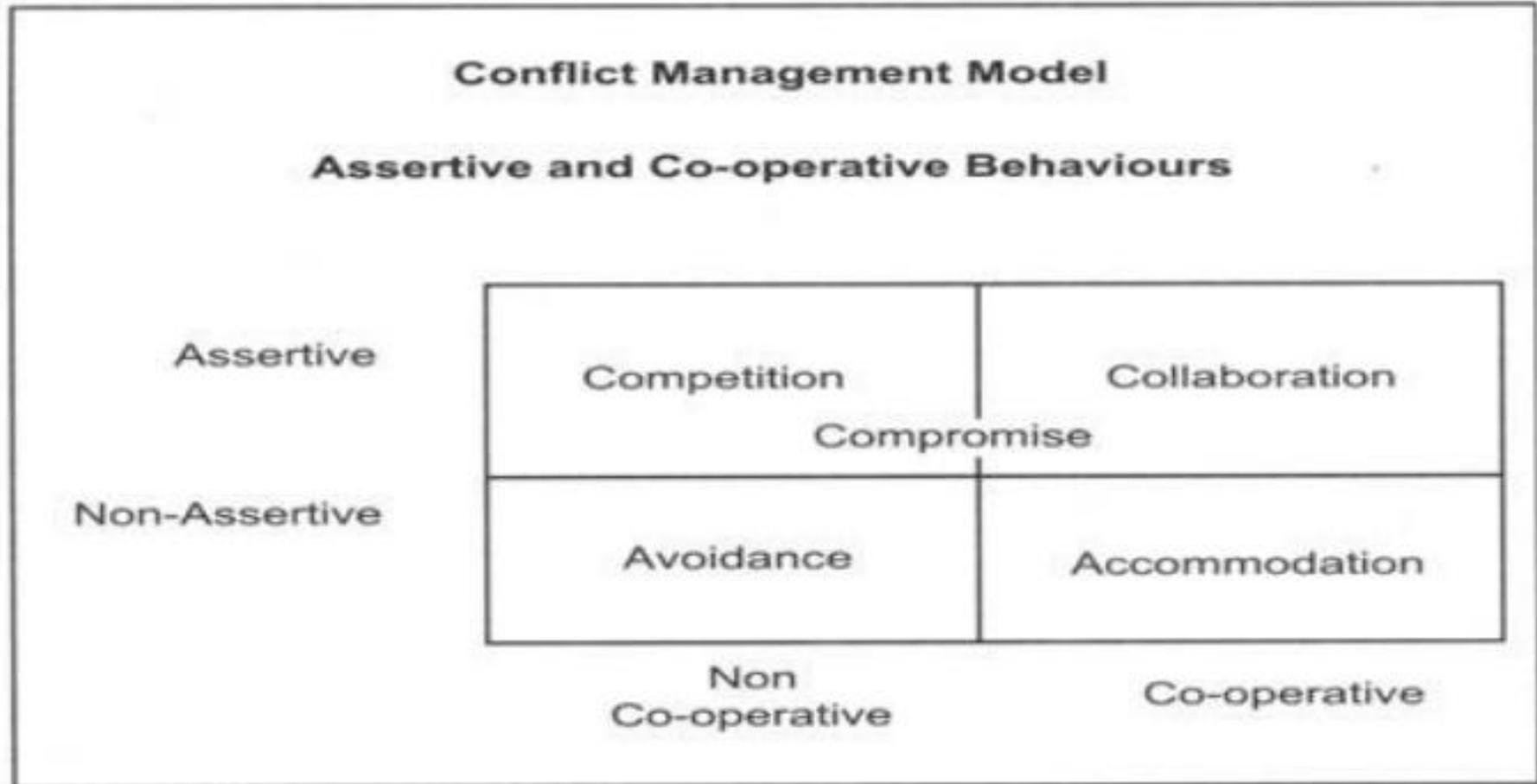
Conflict Management Model

1. Avoidance (Leave-lose/win):

- It is non-assertive and non-cooperative. The manager may think or pretend that no conflict exists or just ignore it. This strategy is used when the effort to resolve is not worth the salt. But this approach over the time worsens the situation.

- Avoidance might take the form of diplomatic sidestepping the issue or postponing resolution in time to come or simply withdrawing from a situation. A turtle is a symbol for avoidance, because it can avoid everything by pulling its head and legs into the shell to be off to everything.

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Conflict Management Model

2. Accommodating (Yield-lose/win):

- Accommodating is non-assertive and cooperative, just opposite of competing. To solve the conflict, if someone puts his interests last so as to satisfy concerns of other people by giving in, sacrificing, or accepting, or yielding to other's view point, it is called accommodation.

- However, being too accommodating too often can weaken your position to the point where your voice is never heard. There will be high relationship orientation. This style is also used when the new approach is to be used in the very near future. It may solve the conflict for the other party, but a conflict will begin in manager. This style is not objective.

- A chameleon is a symbol of the accommodating style since it changes its color to match the color of its environment. By changing its color to accommodate its surroundings, , the chameleon fits quietly into its environment.

144

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Conflict Management Model

3. Competing (Win/lose):

- The style is assertive and non-cooperative. A person puts his/her interests before anyone else's interests. It is also known as dominating style.

- One stands up for his rights and uses all the power to win his position. There is low relationship orientation. Managers, using this style, want others to follow his dictates or get his way.

- This style can be used only when one's leadership is established. There would be low relationship orientation Low relationships orientation a lion can be a symbol of a competitive style. The lion's roar helps the lion to satisfy its interests.

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Conflict Management Model

4. Compromising (Mini-win/mini-lose):

- It is some assertive and some cooperative. Compromise is on the path toward collaboration, somewhere between competition and accommodation. The style means mutual give-and-take to satisfy both parties, or both may say, "Something is better than nothing." It has equal distance between competing and accommodating.

- There would be negotiated relationship orientation. When the objective is to move on, not to stop the journey, the manager may compromise. A zebra can be a symbol for the compromising style. A zebra's unique look seems to indicate that it didn't care if it was a black horse or a white horse, so it "split the difference" and chose black and white stripes.

146

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Conflict Management Model

5. Collaborating (Win/win):

- It is assertive as well as cooperative, just opposite of avoiding.

- It may also be called integrative style. This style focuses on satisfying the underlying concerns of both the parties, meeting many current needs by working together.

- Through this style, employees develop ownership and commitment. Sometimes this style gives birth to new mutual needs.

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How to Minimise (Manage) Inter-Personal Conflicts?

The Managerial Action:

- No manager should avoid a conflict, hoping it will go away.

- It would be better to ask the participants to describe specific actions they want the other party to take.

- It would be beneficial to have a third party (meaning a non-direct superior with access to the situation) involved. Finally, it is advisable not to meet separately with people in conflict.

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Actions to minimize conflicts

- A manager should take following actions to minimize conflicts:

1. Regular Review of Job Descriptions:

- With the pace of change the job description must also change. But this will be possible only when the job descriptions are regularly reviewed.

2. Establish Rapport and build Relationship with all of Your Subordinates:

- For it, meet them at regular intervals; ask them about their achievements, problems, and challenges.

3. Regular Reports:

- A manager must get progress report about his subordinates regularly, indicating achievements, current needs and future scenario.

4. Training:

- Every manager needs to be provided training in interpersonal communication, conflict management, and delegation of authority.

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Actions to minimize conflicts

5. Mutual Development of Procedures:
- For routine tasks, the procedures should be developed keeping in mind the inputs received from employees. If possible, encourage them to write. Such written procedures should be distributed to all concerned. If the need be, concerned employees be trained in those procedures.

6. Holding Regular Meetings:
- The managers need to hold regular management meetings to inform subordinates about new initiatives to be taken and the progress of current programmes.

7. Anonymous Suggestion Box:
- Consider such a box in which employees can provide suggestions.

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Factors affecting Conflict Styles

1. Gender:

- Some of us use assertive conflict modes because of our gender and particular kind of socialisation. Some males, because they are male, were taught to "always stand up to someone, and, if you have to fight, then fight". If one was socialized this way he will be more likely to use assertive conflict modes versus using cooperative modes.

2. Self-concept:

- The way we think and feel about ourselves and opinions about others affects as to how we approach conflict with the other person.

3. Expectations:

- If we believe that our team or the other person wants to resolve the conflict, we would be positive to resolve the conflict?

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Factors affecting Conflict Styles

4. Position/Power:

- Where do we stand in power status relationship with the person we are in conflict? It means whether the other man is equal to, more than, or less than us in status.

5. Life Experience:

- Through knowledge and experience we might have gained skills about conflict and "conflict management understanding". It enables us to determine what conflict mode to use with the particular person with whom we are in conflict.

6. Communication skills:

- The basic of conflict resolution and conflict management is how effectively we communicate. People using effective communication will be able to resolve conflicts with greater ease and success.

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