

Patrician College of Arts and Science

Department of Psychology

Organizational Psychology

SAT6B

Even Semester

Pavithra



Organizational Psychology

- ❑ • psychological theories to diagnose and correct organizational problems
- ❑ • Study of relationship between organizations as well as Relationship of organizations to larger social structures such as society.
- ❑ • Relationship of organizations to larger social structures such as society.
- ❑ • Explicate on social concepts –org and work teams influence and shape the behavior of their members .

- ❑ Organizational psychology department is also responsible for handling the hiring practices, training programmes and feedback systems. They help guide the HR department to understand the behavior and attitudes of its employees.
- ❑ The psychologists try to gauge the problems that the employees face and find ways to improve their performance. The organizational psychologists apply the principals of psychology to Human Resource. The blend of the two can be beneficial for the company and its employees.
- ❑ The psychologist deals with the human aspects of the workplace and aim at improving peoples efficiency, and hence organizational effectiveness, through their knowledge about human functioning. • The major difference between organizational psychologist and HR consultant is that all the work of the Industrial-Organizational psychologist has to be backed up by scientific evidence and statistics. In contrast, HRM is essentially a business study which emphasizes more on the practical side, with less focus on the scientific side.

ORGANIZATIONAL STRUCTURE

According to STEPHEN P ROBBINS “ “An organizational structure defines how job tasks are formally divided, structure defines how job tasks are formally divided, grouped and coordinated.”

According to FRED LUTHANS “Organization structure presents the skeleton framework for organizational represents the skeleton framework for organizational behavior.

Organizational structure is defined as “the framework of tasks, reporting and authority relationships within which an tasks, reporting and authority relationships within which an organization functions.”

Elements of Org Structure

Work Specialization or Division Of Labor :refers to the degree to which activities in an organization are subdivided into separate.

Departmentalization:The basis by which jobs are grouped together The various ways by which Departmentalization can be done are

- Functional
- Product
- Customer
- Geographic

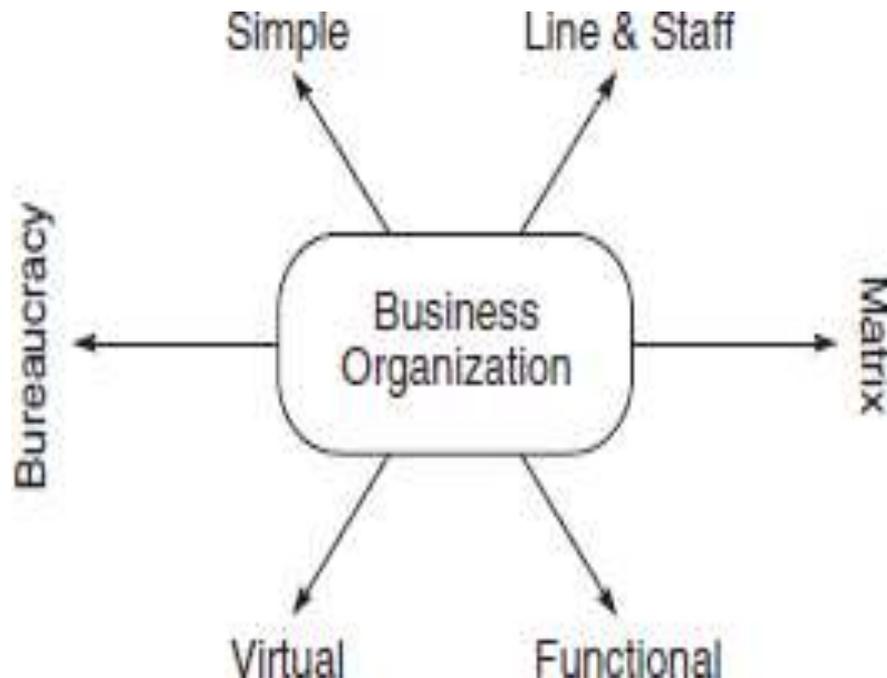
Chain of Command:Who reports to whom?Who reports to whom?

Span of Control : How many people can a manager

Formalization :It refers to the degree to which the jobs are Formalized_

Types of Org Structure

1. Tall Organizational Structure
2. Flat Organizational Structure
3. Virtual Organizational Structure
4. Boundary less Organizational Structure



Tall Structure

Large, complex organizations often require a taller hierarchy.

- In its simplest form, a tall structure results in one long chain of command similar to the military.
- As an organization grows, the number of management levels increases and the structure grows taller. In a tall structure, managers form many ranks and each has a small area of control.

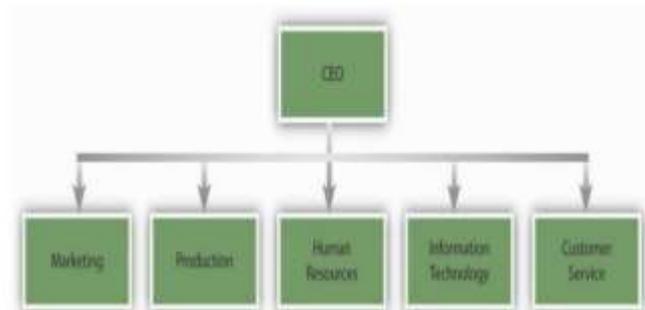


Flat Structure

Flat structures have fewer management levels, with each level controlling a broad area or group.

- Flat organizations focus on empowering employees rather than adhering to the chain of command.
- By encouraging autonomy and self-direction, flat structures attempt to tap into employees' creative talents and to solve problems by collaboration.

Flat Organization Structure



Virtual and Boundaryless

- Virtual organization can be thought of as a way in which an organization uses information and communication technologies to replace or augment some aspect of the organization. • People who are virtually organized primarily interact by electronic means. • For example, many customer help desks link customers and consultants together via telephone or the Internet and problems may be solved without ever bringing people together face-to-face.
- A boundary less Organizational structure is a contemporary approach in Organizational design. • It is an organization that is not defined by, or limited to the horizontal, vertical or external boundaries imposed by a pre-defined structure. • It behaves more like an organism encouraging better integration among employees and closer partnership with stakeholders. • It's highly flexible and responsive and draws on talent wherever it's found.

Organizational Culture

ORGANISATION :- A social unit of people that is structured and managed to meet a need or to pursue collective goal. In simple words, Different individuals come together, form a group for a collective purpose or objective.

CULTURE :- Something made-up of the Beliefs, Ideologies, Principles and Values of people living in the society. It determines the direction of the 'Thinking and the Action' of the people...

ORGANISATIONAL CULTURE :- It determines through the organisation's Rituals, Beliefs, Values, Means, Norms and Language. As a result the culture of an organisation is a sense of identify – 'who we are', 'what we stand for' and 'what we do'. In Short, Org. Culture is the way in which 'things are done in the organisation.'

Types of Culture

TYPES OF CULTURE :-

Hierarchy Culture - It is a systematic culture in which every things has its own level and importance. In it every things is done in a systematic process.

Market Culture – In such a organisational culture the organisational total depend upon the outside or the external environment. In this culture the main focused in on stability and order with an external orientation in mind.

Clan Culture – a culture which is flexible and discrete. Here the members as employees share the vision, mission and values of the organisation and an atmosphere is created for fun and adventure with the spirits of work for the employees.

Adhocracy Culture – organisation that have an adhocracy culture emphasize an orientation towards the external environment with an internal flexibility and discretion.

Org.Climate and Culture

The shared perceptions, feelings and attitudes organisational members have about the fundamental elements of the organisation which reflect the established norms, values and attitudes of the organisation's culture and influence individuals' behaviour either positively or negatively. (Castro, M., & Martins, N.,2010).

ORGANISATIONAL CLIMATE AND CULTURE

Organizational culture is defined as a set of shared values and norms held by employees that guide their interactions with peers, management, and clients.

Organizational climate represent employees' perceptions of organizational policies, practices, and procedures, and subsequent patterns of interactions and behaviors that support the same. Thus climate can be understood as a surface manifestation of culture.

DIMENSIONS OF ORGANISATIONAL CLIMATE Dimensions measuring organisational climate (Litwin and Stringer, 1968). They identified the dimensions based on organisations that are mainly task orientated and that will describe a particular situation.

According to Litwin and Stringer (1968), the nine dimensions of organisational climate are as follows:

- 1) Structure
- 2) Responsibility
- 3) Reward
- 4) Risk
- 5) Warmth
- 6) Support
- 7) Standards
- 8) Identity

FOUR APPROACHES 1.The Structural Approach 2.The Perceptual Approach 3. The Interactive Approach 4.The Cultural Approach .

1.THE STRUCTURAL APPROACH •This approach views organisational climate as a characteristic or attribute of the organisation.These attributes are considered to be owned by the organisation and existing independently of The perceptions of the individual members (Moran & Volkwein, 1992).

2.THE PERCEPTUAL APPROACH •According to this approach, the individual interprets and responds to the situation in a way that is psychologically meaningful to him/her.The individual perceives the organisational conditions and then creates a psychological representation of the climate.

3.THE INTERACTIVE APPROACH •This approach builds on the aforementioned approaches and combines the objectivism of the structural approach and the subjectivism of the perceptual approach •The underlying assumption of the interactive approach is that organisational climate is the result of the interaction of individuals in response to their situation which results in the shared agreement of organisational members. •This approach identifies communication as a key contributor of organisational climate.

4.THE CULTURAL APPROACH • According to the cultural approach, organisational climate is shaped by individuals in a group who interact and who share the same abstract frame of reference, organisational culture, as they learn to deal with the organisation's demands

Organizational dynamics is defined as the process of continuously strengthening resources and enhancing employee performances. It can also be described as how an **organization** manages and promotes **organizational** learning, better business practices and strategic management.

Essentials of Org. dynamics

Firstly, Organizational planning may involve inventory control, production scheduling, revenue forecasts and expense management. Managers use these plans as the actionable foundation for all their regular duties.

Second, goal execution involves implementing, evaluating and following up with expected deliverables. In order to accomplish this, managers must allocate resources and responsibilities to employees based on skills and schedules.

Third, leadership involves hands-on, exemplary oversight that drives innovation, knowledge and performance.

Fourth, resource control refers to how executives and management establish systems that gather data which is used to determine if goals are met.

Overview of Theories

- Great Man Theory
- Trait Theory
- Behavioural Theories -Ohio state Studies and Michigan Studies
-Managerial Grid
- Contingency Theory : - Fiedler's Least Preferred Co-worker (LPC) Theory -Cognitive Resource Theory
- Situational Theory : -Hersey and Blanchard's Situational Theory -House's Path Goal Theory -Leader Participation Model

Great Man Theory

- Leaders are born, not made.
- This approach emphasized that a person is born with or without the necessary traits of leaderships.

Early explanations of leadership studied the “traits” of great leaders □
“Great man” theories (Gandhi, Lincoln, Napoleon) □ Belief that people were born with these traits and only the great people possessed them. Great Man approach actually emphasis “charismatic” leadership. charisma being the Greek word for gift.

- No matter what group such a natural leader finds himself in, he will always be recognized for what he is.
- According to the great man theory of leadership, leadership calls for certain qualities like commanding personality, charm, courage, intelligence, persuasiveness and aggressiveness.

Trait Theory

- What characteristics or traits make a person a leader?

Trait theories of leadership sought personality, social, physical or intellectual traits that differentiate leaders from non leaders

- Trait view has little analytical or predictive value

- Technical, conceptual and human skills (Katz 1974)

Trait Theories Leadership Traits: • Ambition and energy • The desire to lead • Honesty and integrity • Self-confidence • Intelligence • Job-relevant

Behavioural Theory In contrast with trait theory, behavioural theory attempts to describe leadership in terms of what leaders do, while trait theory seeks to explain leadership on the basis of what leaders are. Leadership according to this approach is the result of effective role behaviour. Leadership is shown by a person's acts more than by his traits. This is an appropriate new research strategy adopted by Michigan Researchers in the sense that the emphasis on the traits is replaced by the emphasis on leader behaviour (which could be measured).

It proposing that specific behaviors differentiate leaders from non leaders. • Pattern of actions used by different individuals determines leadership potential • Examples – Autocratic, democratic and laissez-faire – Michigan Studies: Employee centered versus task centered.

Behavioural Leadership Studies • The Ohio State Studies sought to identify independent dimensions of leader behavior – Initiating structure – Consideration • The University of Michigan Studies sought to identify the behavioral characteristics of leaders related to performance effectiveness – Employee oriented – Production oriented

Contingency Theories & situational Theories of Leadership

Contingency Theories – Fiedler Model & Cognitive Resource Theory – Hersey and Blencherd's Situational Theory – Leader-member Exchange Theory – Path-Goal Theory – Leader Participation Model

While trait and behavior theories do help us understand leadership, an important component is missing: the environment in which the leader exists. Contingency Theory deals with this additional aspect of leadership effectiveness studies.

Fiedler Model

- The theory that effective groups depend upon a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.
- There are basically three steps in the model 1) Identifying Leadership Style 2) Defining the Situation 3) Matching leaders and situations

Defining the Situation

- **Fiedler** identified three contingency dimensions that define the key situational factors•

1. Leader-member relations: The degree of confidence, trust, and respect, members have in the leader
2. 2. Task structure: The degree to which the job assignments are procedurized
3. 3. Position Power: The degree of influence a leader has over power variables such as hiring, firing, promotion etc.

Cognitive Resource Theory• A theory of leadership that states that stress unfavorably affects the situation, and intelligence, and experience can lessen the influence of stress on the leader.

Hersey & Blanchard's Situational Leadership (SLT) A model that focuses on follower "readiness" – Followers can accept or reject the leader – Effectiveness depends on the followers' response to the leader's actions – "Readiness" is the extent to which people have the ability and willingness to accomplish a specific task
A paternal model: – As the child matures, the adult releases more and more control over the situation – As the workers become more ready, the leader becomes more laissez-faire

Leader-Member Exchange (LMX) Theory

- Leaders create in-groups and out-groups, and subordinates with in-group status will have higher performances ratings, less turnover, and greater satisfaction with their superior.

LMX Premise: – Because of time pressures, leaders form a special relationship with a small group of followers: the “in- group” – This in-group is trusted and gets more time and attention from the leader (more “exchanges”) – All other followers are in the “out-group” and get less of the leader’s attention and tend to have formal relationships with the leader (fewer “exchanges”) – Leaders pick group members early in the relationship

Path-Goal Theory

Yroom & Yetton's Leader-Participation Model • A leadership theory that provides a set of rules to determine the form and amount of participative decision making in different situations.

How a leader makes decisions is as important as what is decided

Premise: – Leader behaviors must adjust to reflect task structure – “Normative” model: tells leaders how participative to be in their decision-making of a decision tree.



Thank You



Thank you

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