



BHARATHIDASAN UNIVERSITY

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Unit-IV

Organizational Behaviour Modification

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Organisational Behaviour Modification: An Introduction

Welcome! This presentation explores the core concepts and applications of organisational behaviour modification, a powerful tool for driving positive change in the workplace.

Concept, Meaning and Importance of Behaviour Modification

Concept

Behaviour modification involves understanding, influencing, and shaping individual and group behaviour within an organisation to achieve desired outcomes.

Importance

It helps enhance employee performance, foster a positive work environment, and ultimately contribute to organisational success.



Motivating the Workforce: Strategies and Techniques

1

Positive Reinforcement

Rewarding desired behaviour increases its frequency. Examples include bonuses, promotions, and public recognition.

2

Goal Setting

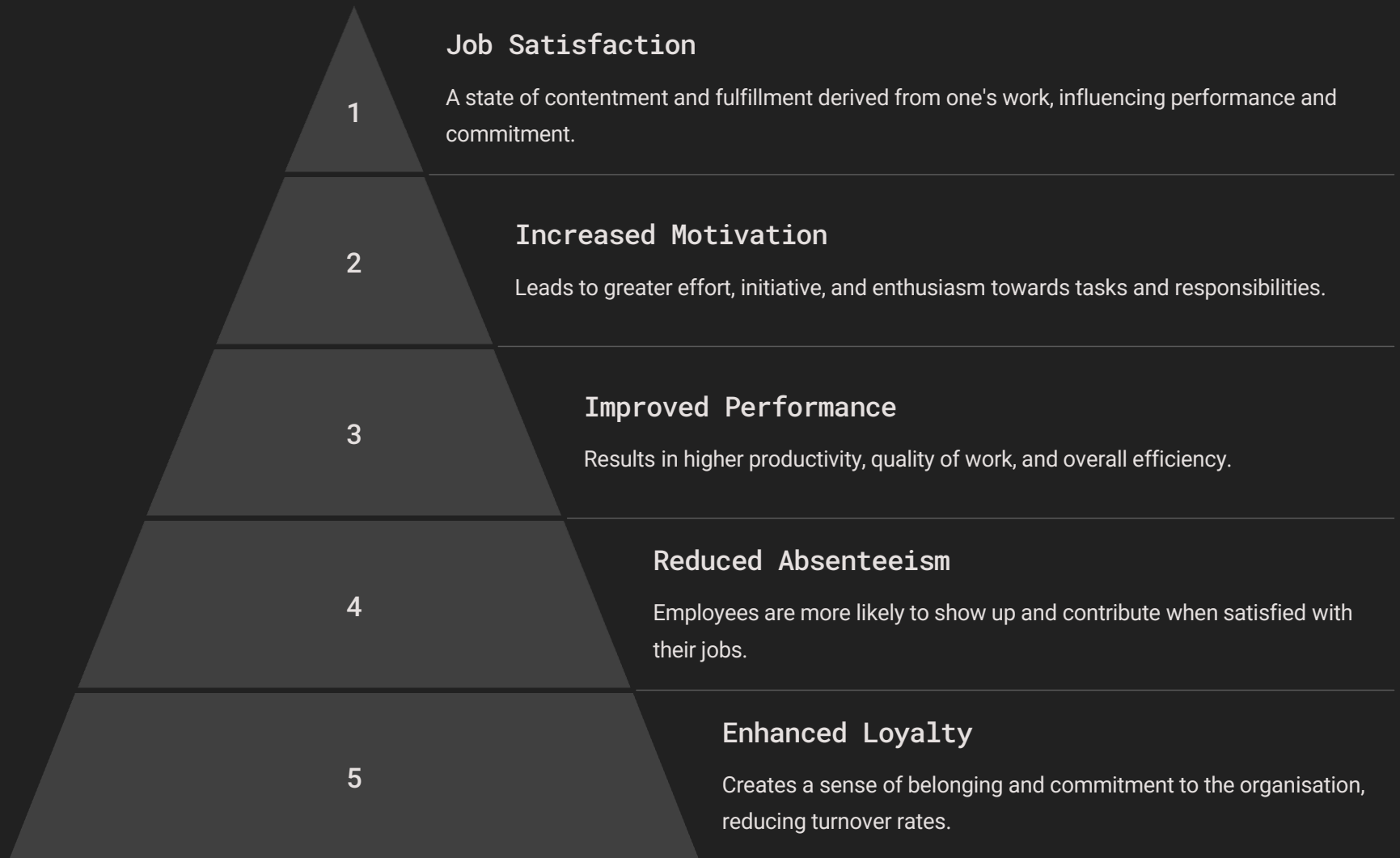
Setting clear, achievable goals provides direction and motivation, enhancing productivity and engagement.

3

Employee Empowerment

Providing employees with autonomy and control over their work increases their motivation and commitment.

Job Satisfaction and its Impact on Work Behaviours





Workplace Emotions: Understanding and Managing



Positive Emotions

Boost creativity, problem-solving, and collaboration, fostering a positive work environment.



Negative Emotions

Can lead to stress, conflict, and decreased productivity. Addressing them effectively is crucial.



Emotional Regulation

Developing skills to manage and express emotions appropriately in the workplace is essential.

Values, Attitudes and Ethics in Organisations

Values

Underlying beliefs and principles that guide individual and organisational behaviour.

Attitudes

Learned predispositions to respond to people, objects, or events in a particular way.

Ethics

Moral principles that govern right and wrong conduct, shaping decision-making and behaviour.



Counselling for Effective Behaviour Modification

1

Individual Counselling

Addressing individual concerns, providing support, and promoting personal growth.

2

Group Counselling

Facilitating group discussion, sharing experiences, and fostering a sense of community.

3

Behavioural Therapy

Using evidence-based techniques to identify and modify problematic behaviours.



Conflict Management: Meaning, Types and Resolution

1

Meaning

Disagreements, clashes, or opposition between individuals or groups, requiring effective resolution.

2

Types

Conflicts can be interpersonal, intergroup, or organisational, each requiring specific approaches.

3

Resolution

Involves identifying the root cause, communicating effectively, and seeking mutually acceptable solutions.



Coping with Problem Employees: Strategies and Approaches

1

Performance Reviews

Regularly evaluate performance, identify areas for improvement, and provide feedback.

2

Progressive Discipline

A series of escalating steps to address performance issues, starting with warnings and progressing to termination.

3

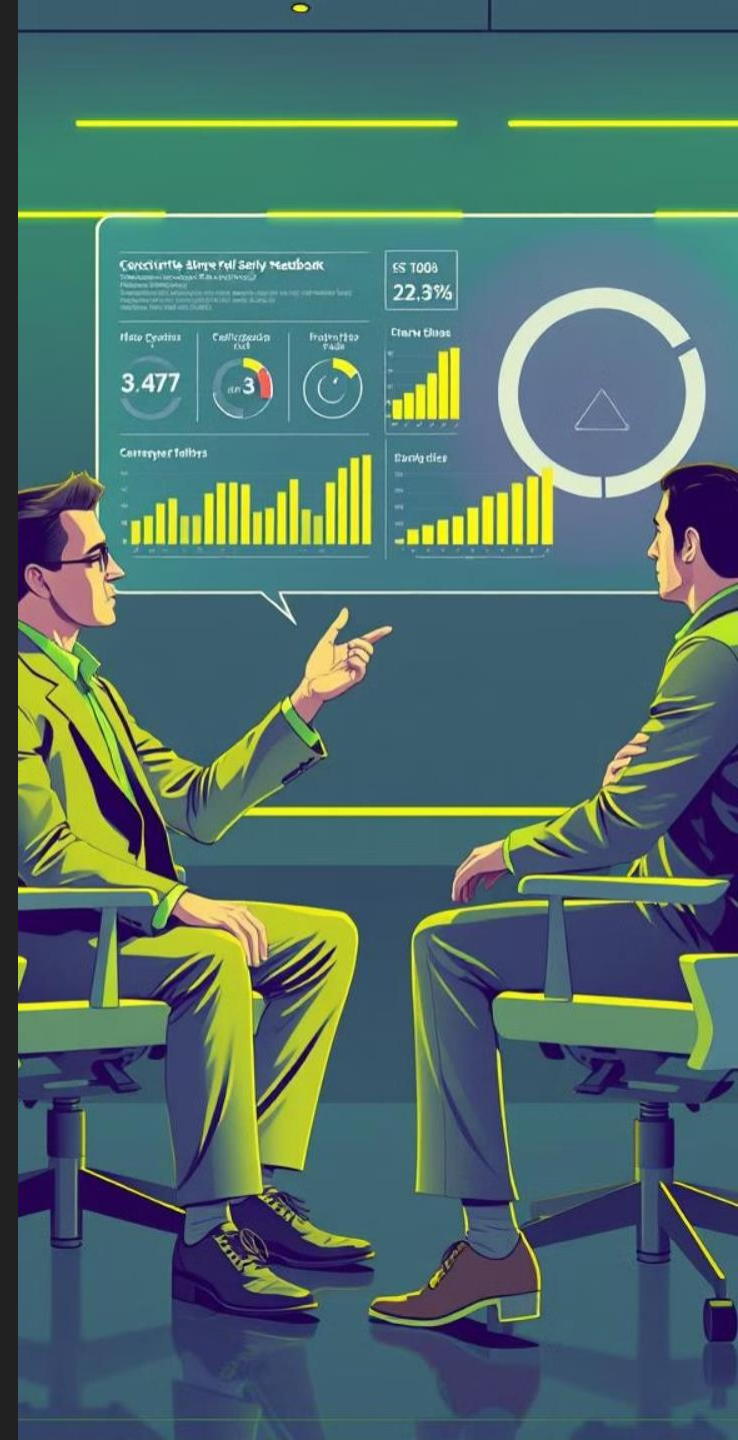
Counselling and Coaching

Providing support and guidance to help employees overcome challenges and improve performance.

4

Training and Development

Investing in employee development to enhance skills and address knowledge gaps.



Conclusion and Key Takeaways

Organisational behaviour modification provides a powerful framework for driving positive change in the workplace. By understanding and implementing its key principles, we can create a more productive, engaged, and fulfilling work environment for everyone.



Concept and Meaning

Behavior Modification refers to the use of learning techniques, such as reinforcement, punishment, and modeling, to change individuals' behaviors in a systematic manner. It is based on the principles of operant conditioning (reinforcement and punishment) and classical conditioning (associative learning). The goal is to increase desirable behaviors and reduce undesirable ones.

Application:

- **In the Workplace:** Behavior modification is often used to improve employee performance, motivation, and productivity. By rewarding desirable behaviors (e.g., recognition, bonuses) and discouraging undesirable ones (e.g., tardiness, poor performance) through negative reinforcement or punishment, organizations aim to create a productive environment.
- **In Counseling:** It can be applied to help clients alter maladaptive behaviors, such as addiction or anxiety, by using techniques like reinforcement schedules and token economies.

Importance of Behavior Modification in the Workplace:

- **Improves Productivity:** By reinforcing desirable behaviors such as punctuality and good work ethics, employees are motivated to perform better.
- **Enhances Motivation:** It can motivate employees to improve performance by offering rewards or recognition for good work.

- **Reduces Undesirable Behavior:** Behavior modification helps in identifying and reducing negative behaviors like absenteeism or procrastination.
- **Promotes Positive Organizational Culture:** When the right behaviors are reinforced, it contributes to a positive work culture and employee morale.

Motivating the Workforce

Motivating employees is critical for organizational success. Effective motivation strategies include:

- **Incentives and Rewards:** Monetary and non-monetary rewards such as bonuses, promotions, recognition, and perks can help motivate employees.
- **Job Enrichment:** Giving employees more responsibility and opportunities for personal growth makes work more engaging.
- **Goal Setting:** Setting clear, achievable goals motivates employees to strive for success.
- **Autonomy:** Giving employees more control over how they do their work can increase motivation and job satisfaction.

Job Satisfaction and Work Behaviors

Job Satisfaction is a key factor that influences overall work behavior. It refers to the positive emotional state resulting from the appraisal of one's job. Job satisfaction impacts work behaviors such as:

- **Increased Performance:** Satisfied employees tend to perform better.
- **Reduced Turnover:** Job satisfaction decreases the likelihood of employees leaving the organization.
- **Better Attendance:** Employees who are satisfied with their jobs are less likely to be absent.

Workplace Emotions, Values, Attitudes, and Ethics:

- **Workplace Emotions:** Employees' emotions at work, including stress, frustration, and excitement, can impact their performance and interactions. Managing these emotions is crucial for maintaining a positive work environment.
- **Values and Attitudes:** Employees' values (what they consider important) and attitudes (their evaluations of various aspects of their job) influence work behaviors. Positive attitudes towards the job and organization lead to higher satisfaction and commitment.
- **Ethics:** Workplace ethics involves adhering to moral principles in decision-making and behavior. Ethical behavior fosters trust and respect, creating a positive and productive environment. Organizations should promote ethical behavior through training and establishing clear codes of conduct.

Conflict Resolution Models:

The Thomas-Kilmann Conflict Mode Instrument: This model identifies five strategies for handling conflict—competing, collaborating, compromising, avoiding, and accommodating. The best approach depends on the situation and the interests of the parties involved.

Interest-Based Relational (IBR) Approach: Focuses on the underlying interests and needs of the parties involved, rather than positions, encouraging cooperation and mutual benefit.

Mediation: A neutral third party helps resolve conflicts by facilitating discussions and suggesting solutions that are acceptable to all parties.

Coping with Problem Employees

Dealing with problem employees is critical to maintaining a productive and harmonious work environment. Some strategies for addressing problematic behavior include:

- **Identifying the Problem:** Recognize the behavior (e.g., tardiness, negativity) that is affecting the workplace.
- **Effective Communication:** Have a clear and direct conversation with the employee to understand the underlying causes of the issue.
- **Setting Expectations:** Clearly define the expected behavior and communicate the consequences of continued issues.