



NDGURU

Chapter 1

Introduction to Organizational Behaviour

संगठनात्मक व्यवहारको परिचय

HRM / BBA / BBS | Academic Notes



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Organization | संगठन

Definition | परिभाषा

A place where a group of individuals with different skills and backgrounds are brought together to perform specific duties.
विभिन्न सीप र पृष्ठभूमि भएका व्यक्तिहरूको समूह एकसाथ ल्याइएको स्थान।

"An organization is a collection of people working together to achieve a common purpose."



संगठन भनेको सामान्य लक्ष्य प्राप्त गर्न मिलेर काम गर्ने मानिसहरूको समूह हो।

 Place स्थान

 Group समूह

 Purpose उद्देश्य

 Tasks कार्यहरू



A way of action. It is what a person does. Defined as observable and measurable activity of human being.
व्यवहार भनेको एउटा कार्य गर्ने तरिका हो। यो मानिसले गर्ने कुरा हो। मानव प्राणीको अवलोकनयोग्य र मापनयोग्य गतिविधिको रूपमा परिभाषित।

"Behaviour is what an individual does in a given environmental situation."

Observable
अवलोकनयोग्य

Measurable
मापनयोग्य

Situational
परिस्थितिगत

Individual
व्यक्तिगत

❓ व्यवहारको प्रकृति: व्यवहार पर्यावरणीय परिस्थिति अनुसार बदलिन्छ। यो बाह्य र आन्तरिक उत्तेजनाको संयोजन हो।

Nature of Behaviour: Behaviour changes according to environmental situations. It is a combination of external and internal stimuli.



Concept of Organizational Behaviour | OB को अवधारणा

OB is concerned with analysis, understanding, predicting and managing human behaviour in an organization. It is the study of what people do in organizations and how these behaviours affect performances.

OB भनेको संगठनमा मानव व्यवहारको विश्लेषण, बुझाइ, पूर्वानुमान र व्यवस्थापनसँग सम्बन्धित छ। यो मानिसहरूले संगठनमा के गर्छन् र यी व्यवहारहरूले प्रदर्शनलाई कसरी प्रभाव पार्छन् भन्ने अध्ययन हो।

OB is directly concerned with understanding, prediction and management of human resources/behaviour in an organization.

OB सीधै संगठनमा मानव संसाधन/व्यवहारको बुझाइ, पूर्वानुमान र व्यवस्थापनसँग सम्बन्धित छ।

 Analysis
विश्लेषण

 Understanding
बुझाइ

 Predicting
पूर्वानुमान

 Managing
व्यवस्थापन

★ Core Focus: People + Organization + Performance | मूल केन्द्र: मानिस + संगठन + प्रदर्शन

Importance of OB | OB को महत्व

a) Understand Organization & Employee

संगठन र कर्मचारी बुझ्नु

Helps to understand organizations and people in a better way and create a proper working environment.

संगठन र मानिसहरूलाई राम्रोसँग बुझ्नु र उचित कार्य वातावरण सिर्जना गर्न मद्दत गर्छ।

b) Motivate Employees

कर्मचारीलाई प्रेरित गर्ने

Brings good organizational performance. Specially helps managers apply appropriate motivational tools and techniques.

राम्रो संगठनात्मक प्रदर्शन ल्याउँछ। व्यवस्थापकहरूलाई उचित प्रेरणात्मक उपकरण प्रयोग गर्न मद्दत।

c) Improve Industrial/Labour Relation

औद्योगिक/श्रम सम्बन्ध सुधार

Helps to understand cause of problem, predict its future course of actions and control its negative consequences.

समस्याको कारण बुझ्नु, भविष्यका कार्यहरू पूर्वानुमान गर्न र नकारात्मक परिणामहरू नियन्त्रण गर्न।

d) Prediction & Control of Human Behaviour

मानव व्यवहारको पूर्वानुमान र नियन्त्रण

Helps to bring organizational effectiveness and learn how to predict and control human behaviour.

संगठनात्मक प्रभावकारिता ल्याउन र मानव व्यवहार पूर्वानुमान गर्न सिक्नु मद्दत।

e) Effective Utilization of Human Resources

मानव संसाधनको प्रभावकारी उपयोग

Helps managers how to manage properly effective in organization, also motivate employees towards higher better result.

संगठनमा प्रभावकारी रूपमा व्यवस्थापन गर्न र कर्मचारीहरूलाई उच्च नतिजाको लागि प्रेरित।

Contributing Disciplines to OB | OB मा योगदान गर्ने विषयहरू

The field of OB is interdisciplinary in nature — integrated body of knowledge contributed by a number of behavioural disciplines.
OB को क्षेत्र अन्तरविषयक प्रकृतिको छ — धेरै व्यवहार विषयहरूद्वारा योगदान गरिएको ज्ञानको एकीकृत निकाय।

Behavioural Science व्यवहारिक विज्ञान	Contribution योगदान	Unit of Analysis विश्लेषण इकाई
Psychology मनोविज्ञान	Learning, Motivation, Personality, Emotion, Perception, Training सिकाइ, प्रेरणा, व्यक्तित्व, भावना, धारणा, प्रशिक्षण	Individual व्यक्ति
Social Psychology सामाजिक मनोविज्ञान	Behavioural change, Attitude change, Communication, Group decision व्यवहार परिवर्तन, मनोवृत्ति परिवर्तन, समूह निर्णय	Group समूह
Sociology समाजशास्त्र	Communication, Power, Conflict, Org. technology, Org. change, Org. culture शक्ति, द्वन्द्व, संगठनात्मक प्रविधि, परिवर्तन, संस्कृति	Organization System संगठन प्रणाली
Anthropology नृविज्ञान	Comparative values, Comparative attitude, Organization culture, Org. power तुलनात्मक मूल्यहरू, संगठन संस्कृति, संगठन शक्ति	Organization System संगठन प्रणाली
Political Science राजनीति विज्ञान	Conflict structuring, Power allocation, How people manipulate power द्वन्द्व संरचना, शक्ति आवंटन, शक्ति कसरी प्रयोग	Group / Org. समूह/संगठन



Psychology & Social Psychology | मनोविज्ञान र सामाजिक मनोविज्ञान

a) Psychology | मनोविज्ञान

Psychology is concerned with study of individual behaviour. It is a science that wants to measure and explain the change in human behaviour. Its contribution to organizational behaviour is at micro level.

मनोविज्ञान व्यक्तिगत व्यवहारको अध्ययनसँग सम्बन्धित छ। यो मानव व्यवहारमा परिवर्तन मापन र व्याख्या गर्न चाहने विज्ञान हो।

Contributions:

- Learning (सिकाइ)
- Motivation (प्रेरणा)
- Personality (व्यक्तित्व)
- Emotion (भावना)
- Perception (धारणा)
- Training (प्रशिक्षण)
- Leadership (नेतृत्व)
- Job satisfaction
- Decision making
- Work design

b) Social Psychology | सामाजिक मनोविज्ञान

Social Psychology is the combination of both psychology and sociology. It is the scientific study of the ways in which interactions, interdependence and influenced amount person among persons affects their behaviour.

सामाजिक मनोविज्ञान मनोविज्ञान र समाजशास्त्र दुवैको संयोजन हो। यो व्यक्तिहरूको अन्तरक्रिया, अन्योन्याश्रितता र प्रभावको वैज्ञानिक अध्ययन हो।

Contributions:

- Behavioural change (व्यवहार परिवर्तन)
- Attitude change (मनोवृत्ति परिवर्तन)
- Communication (सञ्चार)
- Group decision (समूह निर्णय)
- Group process (समूह प्रक्रिया)

Unit of Analysis: Group → Study of OB

Sociology, Anthropology & Political Science

c) Sociology | समाजशास्त्र

Sociology is concerned with study of group behaviour. It is the study of people in relation to their fellow human beings. Emphasizes on the role of people in social system.

समाजशास्त्र समूह व्यवहारको अध्ययनसँग सम्बन्धित छ।

Contributions: Communication, Power, Conflict, Formal org. theory, Org. technology, Org. change, Org. culture.

d) Anthropology | नृविज्ञान

Anthropology is the study of society, and their culture to learn about human beings and their activities. Science of human beings especially to the environment and social relations and their culture.

नृविज्ञान समाज र तिनीहरूको संस्कृतिको अध्ययन हो।

Contributions: Comparative values, Comparative attitude, Org. culture, Org. power, Cross-culture analysis.

e) Political Science | राजनीति विज्ञान

Political science is the study of the behaviour of individual and group within a political environment. Focuses on areas such as conflict, intra-organizational politics and power.

राजनीति विज्ञान राजनीतिक वातावरणमा व्यक्ति र समूहको व्यवहारको अध्ययन हो।

Contributions: Structuring of conflict, Allocations of power, Understanding how people manipulate power for individual self interest.

Levels of OB Analysis (Scope) | OB विश्लेषणका स्तरहरू

The field of OB involves multiple levels of analysis. People always act within the context of their environment which includes both objects and people. OB क्षेत्रमा विश्लेषणका धेरै स्तरहरू छन्। मानिसहरू सधैं वस्तु र मानिस दुवै समावेश भएको वातावरणको सन्दर्भमा काम गर्छन्।

3. Organizational Level
संगठन स्तर

2. Group Level
समूह स्तर

1. Individual Level
व्यक्तिगत स्तर

Fig: Levels of Analysis in OB | OB मा विश्लेषणका स्तरहरू



Individual & Group Level Analysis | व्यक्तिगत र समूह स्तर विश्लेषण

1) Individual Level Analysis | व्यक्तिगत स्तर

Also known as micro or interpersonal level analysis. Individual involve in an organization to perform various types of functions on the basis of their skills and efficiency.

व्यक्तिगत स्तर सूक्ष्म वा अन्तरव्यक्तिगत स्तर विश्लेषण पनि भनिन्छ।

Key Features:

- Building blocks for group formations
- Very different in nature in reality
- Purposeful association of the individual

Major disciplines: Psychology

Includes:

- Characteristics and behaviour of employees
- Thought processes: Motivation, Learning, Perceptions, Personality, Attitudes, Values

2) Group Level Analysis | समूह स्तर

Also known as meso level or inter-group analysis. Employees work in an organization as work group or team.

समूह स्तर विश्लेषण मेसो स्तर वा अन्तर-समूह विश्लेषण पनि भनिन्छ।

Group Definition: Two or more individual interacting and interdependence, who come together to achieve particular objectives. Group can be either formal or informal.

Major disciplines: Sociology, Social Psychology, Anthropology

Includes:

- Group dynamics • Communication
- Leadership • Power/Politics
- Conflict process • Decisions

Organizational System Level & OB System | संगठनात्मक प्रणाली स्तर

3) Organization System Level | संगठन प्रणाली स्तर

Also known as macro level analysis. When groups are combined together, they create an organization.

Major disciplines: Sociology, Anthropology, Political science

Major variables: Org. structure, Culture, Power, Politics, Change and Development etc.

संगठन प्रणाली स्तर म्याक्रो स्तर विश्लेषण पनि भनिन्छ।

Organizational Behaviour System | OB प्रणाली

A system is a group of interrelated parts acting together to accomplish a goal. An organization today is described as system. OB system is composed of inputs, process, output and feedback. It also interacts with the external environmental forces.

प्रणाली भनेको लक्ष्य पूरा गर्न एकसाथ काम गर्ने अन्तर-सम्बन्धित भागहरूको समूह हो।

INPUTS
(Independent Variables)
इनपुट

PROCESS
(Organism)
प्रक्रिया

OUTPUTS
(Dependent Variables)
आउटपुट

← **FEEDBACK** | प्रतिक्रिया — feeds back to Inputs & Process to correct deviations

OB System: Inputs, Process & Outputs | OB प्रणाली विस्तार

1. INPUTS (Independent Variables) इनपुट (स्वतन्त्र चर)

Individual Level Variables:

- Biological characteristics
- Ability • Values
- Attitudes • Personality
- Emotions etc.

Group Level Variables:

- Task characteristics
- Group composition
- Group size etc.

Organizational Level Variables:

- Organization structure
- Culture • Leadership etc.

2. PROCESS (Organism) प्रक्रिया (ओर्गानिज्म)

Individual Processes:

- Motivation (प्रेरणा)
- Perception (धारणा)
- Learning (सिकाई)
- Decision making

Group Processes:

- Group dynamics
- Communication
- Leadership
- Power/Politics
- Conflict process etc.

Organizational Processes:

- Design of formal org.
- HR policies & practices
- Interaction with external environment

3. OUTPUTS (Dependent Variables) आउटपुट (आश्रित चर)

1. Productivity (उत्पादकत्व):

- Effectiveness & Efficiency

2. Absenteeism (अनुपस्थिति):

- Intentional failure to go to work

3. Turn-over (कारोबार):

- Occurs when people quit their job

4. Org. Citizenship Behaviour:

- Feelings of belonging & membership

5. Job Satisfaction (सन्तुष्टि):

- Overall positive affect towards job

Basic Assumptions of OB | OB का आधारभूत मान्यताहरू

OB is an important element of social science. Every field of social science has a foundation of basic assumption that guides its development. The basic assumption of OB studied from the following two perspectives.

OB सामाजिक विज्ञानको महत्वपूर्ण तत्व हो। OB का आधारभूत मान्यताहरू दुई दृष्टिकोणबाट अध्ययन गरिन्छन्।

1) Nature of People | मानिसको प्रकृति

► Individual Differences | व्यक्तिगत भिन्नता

All individuals are different from each other. Study of individual psychology shows every individual has unique traits. Every individual is different from the day of his birth. Personal experiences make a person more different.

► A Whole Person | सम्पूर्ण व्यक्ति

An individual should be considered as a whole person involving special skills, likes and dislikes. Individual way of living in a family cannot be separated in the organization.

► Motivated Behaviour | प्रेरित व्यवहार

Motivation is a human psychology expects. It is the process of encouraging employee for better performance consisting of financial and non-financial concept.

► Value of Person | व्यक्तिको मूल्य

Employees should not be treated only on economic tools. All employees have feelings of dignity and respect.

► Selective Perception | चयनात्मक धारणा

Perception is an individual own view. Process of getting information from environment to organize and interpret for making meaning.

► Desire for Involvement | सहभागिताको इच्छा

Individuals have desire for involvement in their work. They want to show creativity, face challenges and take credit.

2) Nature of Organization | संगठनको प्रकृति

► Social System | सामाजिक प्रणाली

All organizations are part of social system. Their activities are governed by social and psychological law. Behaviour is influenced by group as well as individual drives.

► Mutuality of Interest | स्वार्थको पारस्परिकता

Mutuality of interest indicates that both organization and people need each other. Organizations are formed to maintain mutuality of interest. Lack of mutual interest causes lack of trust, betrayed people and organization.

► Ethical Treatment | नैतिक व्यवहार

Ethics is the set of moral principals and rules guiding individual behaviour. It determines right or wrong in given situations. Ethical behaviour of an individual depends upon the moral standard of codes of conduct determined by the society.



Concept of Individual Behaviour | व्यक्तिगत व्यवहारको अवधारणा

Individual behaviour is a combination of response to external and internal stimuli. The behaviour of an individual is influenced by various factors which are inherited with the individual and learnt from social factors. Individual behaviour refers to the collections of every physical actions and observable emotions associated with individuals.

व्यक्तिगत व्यवहार बाह्य र आन्तरिक उत्तेजनाहरूको प्रतिक्रियाको संयोजन हो। व्यक्तिको व्यवहार विभिन्न कारकहरूद्वारा प्रभावित हुन्छ जुन व्यक्तिसँग सम्बन्धित र सामाजिक कारकहरूबाट सिक्िएको हुन्छ।

Mental Process (Cognition Process) | मानसिक प्रक्रिया

Refers to the process through which information coming from senses is transformed, reduced, elaborated, recovered and used. Cognition processes are thus the mental processes involved in knowing about the world. Important in perception, attention, thinking, problem solving and memory.

इन्द्रियबाट आउने जानकारी रूपान्तरण, घटाउने, विस्तार, पुनःप्राप्ति र प्रयोग गर्ने प्रक्रिया हो।

Variables in Mental Process | मानसिक प्रक्रियाका चरहरू:

1. Belief
विश्वास

2. Attitude
मनोवृत्ति

3. Values
मूल्यहरू

4. Needs
आवश्यकता

5. Motives
उद्देश्य

6. Behaviour
व्यवहार

7. Emotions
भावना

8. Cognitive Dissonance
ज्ञानात्मक असंगति



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Belief | विश्वास

Beliefs are internal feelings that something is true, even though that belief may be unproven or irrational. They are psychological foundations of individual behaviour. They refer to perception or attitudes towards an object that an individual has developed through past experiences and learning. They are based on knowledge, opinion and faith.

विश्वास भनेको कुनै कुरा सत्य हो भन्ने आन्तरिक भावना हो, यद्यपि त्यो विश्वास अप्रमाणित वा अतार्किक हुन सक्छ। ज्ञान, मत र आस्थामा आधारित।

Development of Belief | विश्वासको विकास

Individual belief developed through two sources:

- 1) Cultural Factors: Tradition, custom, value considered by individuals in society. Cultural value gained through parents, teacher, peer, reference group members. Change in culture value affects individual beliefs.
- 2) Functional Factors: For fulfillment of needs, individuals interact with managers, colleagues and juniors. Such functional factors develop and change individual beliefs.

सांस्कृतिक कारकहरू र कार्यात्मक कारकहरूद्वारा विश्वास विकसित हुन्छ।

Functions & Significance of Belief | कार्य र महत्व

Functions:

1. Beliefs provides continuity to the personality of an individual.
2. Beliefs assign meanings to individual's day to day perception and activities.
3. A person's belief has a critical impact upon motivation in two ways:
 - Must believe they are capable of performing
 - Must believe that engaging in behaviours will have positive consequences

Significance:

- Help to determine reactions
- Facilitates for standards
- Show personality

"Attitudes are evaluative statements or judgement concerning objects, people or events." — S.P. Robbins

1) Affective Component भावनात्मक घटक

This component is emotional or feeling segment of an attitude. The feeling about objects, events or people may be positive, negative or neutral. This part of attitude is related to the statement which affects another person.

मनोवृत्तिको भावनात्मक वा अनुभव खण्ड। वस्तु, घटना वा मानिसहरूबारे भावना सकारात्मक, नकारात्मक वा तटस्थ हुन सक्छ।

2) Behavioural Component व्यवहारात्मक घटक

This component focuses on behaviour and centres of individual acting a certain way towards something. It may be favourable or unfavourable. Reflects the behavioural intention of a person in short run or long run.

व्यवहार र केहितर्फ व्यक्तिको कार्य केन्द्रित हुन्छ। पक्ष वा विपक्षमा हुन सक्छ।

3) Cognitive Component ज्ञानात्मक घटक

The cognitive component controls how the person understands and thinks consciously about things. This is the opinion or belief part of attitude. It consists of information and belief about objects, peoples and events.

व्यक्ति कसरी बुझ्छ र सचेत रूपमा सोच्छ भन्ने नियन्त्रण गर्छ। राय वा विश्वास भाग।

Types of Job Related Attitudes | जाँब सम्बन्धित मनोवृत्तिका प्रकारहरू

Job Satisfaction काम सन्तुष्टि

Collection of feelings towards work; positive = high satisfaction, negative = dissatisfaction

Job Involvement काम सहभागिता

How employee identifies with job, actively participating, considering performance important to self-work

Organizational Commitment

संगठनात्मक प्रतिबद्धता

Emotional attachment individual have towards the organization. Reflects employee's loyalty.



Determinants / Formation of Attitude & Importance | मनोवृत्ति गठन र महत्व

Determinants / Formation of Attitude | मनोवृत्ति गठनका कारकहरू

Attitude is a positive or negative judgemental statement concerning to the objects, people or events. It is gained through learning. Attitude gained through: मनोवृत्ति सकारात्मक वा नकारात्मक निर्णयात्मक कथन हो।

- ▶ 1. Family (परिवार): Primary group of individual development. Basic knowledge: interaction, love, affection, respect, behaviour standards, traditions.
- ▶ 2. Peer Groups (साथी समूह): Social animals share ideas, knowledge, habits and experiences with friends and colleagues.
- ▶ 3. Society (समाज): Social elements: culture, language, tradition, affiliation, interaction with elders, teachers, friends.
- ▶ 4. Associations (संस्थाहरू): Professional interactions with co-workers, seniors, juniors sharing knowledge, experiences, skills, values.
- ▶ 5. Experience (अनुभव): Job experience provides impact. Makes people mature and practical.
- ▶ 6. Personality (व्यक्तित्व): Physical fitness, self-confidence, intelligence, sense of responsibility, flexibility.
- ▶ 7. Environmental Factors: Socio-economic, political, cultural, technology, competitors.
- ▶ 8. Media (मिडिया): TV, radio, email, internet have major influence in shaping opinions and beliefs.
- ▶ 9. Educational Institution: Educational & religious institutions have strong influence in shaping attitudes.

Importance of Attitude | मनोवृत्तिको महत्व

- ✓ Determines job satisfaction and high level of job performance.
- ✓ Facilitates to maximize productivity.
- ✓ Encourages for expressing value and honour to others.
- ✓ Gives sense to positive and constructive feelings.
- ✓ Helps individual to adapt with their working environment.
- ✓ Helps to reduce absenteeism and employee turnover.

✳ **Remember: Attitude = Affective (Feeling) + Behavioural (Intention) + Cognitive (Belief/Opinion)**
मनोवृत्ति = भावनात्मक + व्यवहारात्मक + ज्ञानात्मक घटकहरूको संयोजन

Values | मूल्यहरू

Values represent individual sense of what is right or wrong, good or bad, desirable or undesirable. They contain an element of judgement. They are stable and long lasting belief which is individual. They have both content and intensity and attributes. All individuals have hierarchy of values that forms their value system.

मूल्यहरूले सही वा गलत, राम्रो वा नराम्रोको व्यक्तिगत धारणा प्रतिनिधित्व गर्छन्। तिनीहरू स्थिर र दीर्घकालीन विश्वास हुन्। "Value is a concept of the desirable, an internalized standard of evaluations a person possesses." — White & Bednar

1) Terminal Values | अन्तिम मूल्यहरू

Terminal values represent the desirable and states of existence, the goals and individual would like to achieve his/her lifetime. They signify the ultimate things the person wants to achieve through his or her behaviour.

Examples: Happiness, Self-respect, Family security, Freedom, Comfortable life, etc.

अन्तिम मूल्यहरूले जीवनभरमा प्राप्त गर्न चाहने लक्ष्यहरू प्रतिनिधित्व गर्छन्।

2) Instrumental Values | साधन मूल्यहरू

Instrumental values reflect the ways to achieve goals. They are the means of achieving terminal values. Instrumental values are core values, permanent in nature, compromise personal characteristics and character traits.

Examples: Honesty, Independence, Obedience, Hard-working, Broad-minded, Capable, Helpful, Polite, etc.

साधन मूल्यहरूले अन्तिम मूल्यहरू प्राप्त गर्ने तरिकाहरू प्रतिबिम्बित गर्छन्।

Importance of Values | मूल्यहरूको महत्व

- Values influences perception of individual | व्यक्तिको धारणामा प्रभाव
- Values influence on motivation for effective performance | प्रभावकारी प्रदर्शनका लागि प्रेरणामा प्रभाव
- Values are the foundation for understanding attitudes | मनोवृत्ति बुझ्नको लागि आधार

- Values encourage for achieving organizational as well as individual goals | व्यक्तिगत र संगठनात्मक लक्ष्य
- Values influence on the behaviours of individuals | व्यक्तिहरूको व्यवहारमा प्रभाव
- Values bring legitimacy to the rules that govern specific activities | नियमहरूलाई वैधता



Chapter 1 Summary | अध्याय १ सारांश

Organization

Group of individuals with different skills brought together for specific duties to achieve common purpose.

Behaviour

Observable and measurable activity of human being in a given environmental situation.

OB Concept

Study of analysis, understanding, predicting and managing human behaviour in organizations.

Disciplines

Psychology, Social Psychology, Sociology, Anthropology, Political Science.

Levels of Analysis

Individual (Micro), Group (Meso), Organizational System (Macro) Level.

OB System

Inputs → Process → Outputs + Feedback (interacts with external environment).

Assumptions

Nature of People (Individual diff., Whole person, Motivation) + Nature of Org. (Social system, Mutuality).

Belief

Internal feelings that something is true. Functions: continuity, meaning, motivation impact.

Attitude

Evaluative statements (Affective + Behavioural + Cognitive). Types: Job sat., Involvement, Commitment.

Values

Sense of right/wrong. Types: Terminal (goals) & Instrumental (means). Influences perception & behaviour.