

Review

Lot of research is going on Organizational Behavior (OB). OB is a field of study that investigates the impact of individuals, groups and structures upon behavior within an organization. It is an interdisciplinary field that includes sociology, psychology, communication and management; and it complements the academic studies of organizational theory (which is focused on organizational and intra-organizational topics) and human resource studies (which is more applied and business-oriented). It may also be referred to as organizational studies or organizational science. The field has its roots in industrial and organizational psychology.

Other than Organizational Behavior/Industrial Psychology, adults are studied extensively in many branches of Psychology, such as, Developmental Psychology, Social Psychology, Gerontology, Psychometry, Clinical Psychology, etc.

Adult behavior is diversified and complex due to continuous interaction between heredity and environment for years together. Research in Psychology about adults is undertaken for samples along genders, age groups, geographical areas, academic qualifications, work specifications, physiological and mental health problems, etc.

Jnana Prabodhini (JP) aims at 'motivating intelligence for social change'. Jnana Prabodhini's Institute of Psychology (JPIP) undertakes research, applies and disseminates it for identification and nurturance of competencies. A host of research is undertaken for school going samples following these lines. Many work links for adults also are going on at JP and JPIP, such as, parents, teachers, women, organizational employees, etc. A few research projects are executed for them for years together. Specifically, psychological assistance for Human Resource (HR) in industries is extended by JP long back since 1970, where the employees - workers - in JP industries were selected through psychological testing! Perhaps it was the first venture of its nature in India. Today the team of Corporate HR section of JPIP is on the wheels throughout India and supports the assessment services, facilitation programs and studies with all the expertise in psychometry, guidance, counseling, enhancement and statistics.

Here are some unique examples.

The corporate HR section of JPIP undertakes many studies to support the assessment services. Two studies about psychological test development are reported. They aim at

checking validity of the test batteries (8), (9). They are action researches arising out of certain requirements on the part of HR department of the leading manufacturing organization in automotive sector. Ratings based on psychological test performance and those by the organization authorities are correlated in both the studies. Appropriate statistics is applied and the findings are discussed in the light of application. Both the studies confirm high validity of the instruments. A third example is Assessment for Competencies for Enhancement (ACE) which shows previously standardized tests can be put together and renorm to fulfill the changing organizational needs and how psychological tools can be used to know oneself for enhancing abilities. This tools helps the individuals to explore themselves by understanding four competencies. Ability to learn, numerical ability, some personality and behavioral traits are revealed by this online test. This profile can be used for individualized enhancement plan. Objective assessment of industrial personnel indicates needs for training, which can be meaningfully used for designing the development programmes (5)

Two organizational climate surveys were executed for two organizations - a home appliance manufacturing company and a Fast Moving Consumer Goods (FMCG) organization. Cross sectional randomly selected sample attempted certain inventories and interviews of few of them were conducted. The extensive analyses along posts, departments, experience as well as along identified competencies proved fruitful for organizational development. Employee satisfaction survey also was conducted for a MNC which is manufacturing products for the metallurgical industry. It threw light on certain employee related problems and helped making key organizational decisions. Surely, all the surveys contributed in policy modifications of the organizations. These reports are confidential and are not published.

Maslow's theory of Hierarchy of Needs is applied and interpreted for organizational personnel. A theoretical presentation about security feeling is reported (4). It elaborates the nature of psychological aspects of security on intrinsic dimension. The three dimensions of security are stated, need for intrinsic psychological security is emphasized and it is analyzed in reference to philosophy by Ramdas Swami and Swami Vivekanand.

This conceptual presentation is straight way linked with security personnel - Indian Army in a study (6). The problems of 443 subjects from Assam Rifles are studied in reference to Maslow's Hierarchy of Needs. Content analysis of the problems indicates that need for safety is intense. It suggested that they are bothered about own stability and security, resulting in less realization of self actualization need. This study is unique in its nature as it

deals with issues in Defense Psychology.

To continue with Indian Army, the Ph. D. study can be taken into account, which studies 760 serving officers with the ranks from Lieutenant to Major General posted all over India (5). Observing research methodology rigorously, the findings are arrived at as

- ◆ The mean scores of the scale measuring Affiliation Motive show fulfillment of overall Motives to a satisfactory level for the entire sample and also for different groups. Still, these groups show different positions for the motives. For the Affiliation II (towards the country) entire sample as well as different groups are able to satisfy their need to serve the country to a higher level of satisfaction and do not show different standing for the variables.
- ◆ Relationship between Motives and Morale is positive and strong. Particularly it is stronger between Affiliation II (towards the country) and Morale than other motives and moderate between Affiliation I (family and friends) and Morale. Relationship between Motives and Leadership Challenges is negative and moderate. In particular, association between Affiliation I (family and friends) and Leadership Challenges is negative and moderate and it is negative and weak between Leadership Challenges and Affiliation II (towards the country).
- ◆ Relationship between Morale and Leadership Challenges is negative and weak, and similar association is also observed with categories of Challenges.

Further analysis of the performance is discussed for implications.

The exploratory study about women leaders' personality (1) is based on nationwide data of sample 90. Two rural-urban comparisons for Pune and Cuttak supplement the findings. The women leaders were found as confident, assertive, dominant, task oriented, wanting to make good impression and rigid as compared to lay individuals. Comparison along seven leadership fields yielded similar results.

An experiment for enhancing women leadership came up with fruitful outcomes (3). It is a chain of two experiments conducted for 30 and 58 rural women with low education. It seems that more sensitive measures to assess the change in leadership were necessary.

What accounts for winning a sports team is a frequently occurring question in our minds. It was tried to answer by using qualitative analysis of the experts' interviews (2). The constellation relevant to better team performance includes qualities, behavioral skills and

personality traits.

The studies in this section are diverse as they are about adults at varied work places. Hardly any single thread is expected out of this compilation.

Research put to use

- 1) While providing assessment services to a number of organizations on customized basis, many psychological instruments to measure factors of intelligence, traits of personality, skills at work place and achievements in language are developed and standardized. A very first attempt of online test battery - Assessment of Competencies for Enhancement (ACE) - for adults in Indian scenario may be stated as an unique example.
- 2) The findings of the studies about women leadership contributed in identification and nurturance of women leaders in rural areas covered by Rural Development Wing of Jnana Prabodhini.
- 3) Kreedakul of Navnagar Vidyalay, Nigdi tries to boost achievement motivation of the players by following certain psychological principles that were emphasized in the studies.

What is needed?

- ◆ A shift from action research to socially relevant research is necessary.
- ◆ Diversity in the use of research methods and in analyses is warranted.
- ◆ The facilitation/training services of Corporate HR section of JPIP should have continuous back up of research and the assessment services should be well documented.
- ◆ Deliberate reference to Indian OB models is essential.
- ◆ Greater effort at relating macro-OB variables to micro-OB variables should be aimed at.
- ◆ Jnana Prabodhini as an organization itself should be studied extensively with specific research questions.