IMPLEMENTATION OF OB VARIABLES
ON CHARACTERS OF A MOVIE:
RANG DE BASANTI

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Practice makes a man perfect. Theoretical knowledge is not enough on its own. It is useful when implemented. That’s why it is necessary for completion of BBA program to do some practical work. This analytical report is also prepared to support the same purpose. We, the students of BBA 6th Morning, while studying the course named “Organizational Behavior” under the supervision and guidance of encouraging and admirable teacher “Mr. Salman Azhar” performed and completed this task. This report presents information about the implementation of OB variables on the characters of a movie. The movie under study is “RANG DE BASANTI”. It is clear from this report that there is practical implementation of OB variables. Although we have put all our efforts but surely there are chances for mistakes, suggestions are welcomed.
We offer our foremost and humblest thanks to ALMIGHTY ALLAH, The most Beneficent, the Most Considerate and the entire source of all knowledge and wisdom. We thank ALMIGHTY ALLAH, who gave us the aptitude to do this analysis efficiently and successfully.

Our indebtedness and gratitude to many individuals who have helped us shape this report to its existing form.

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1. SUMMARY

This report is written to explore the implementation of different variables studied in organizational behavior course on the characters of a movie. The movie under study is “RANG DE BASANTI”. Different variables e.g. abilities, physical abilities, attitudes, roles, cultural models, personality traits etc. are analyzed. Major characters and their personalities are discussed and seen that how different variables are implemented or applied on them. Implementation of variables is verified by relating them to different scenes of the movie.
2. INTRODUCTION

2.1 ABOUT MOVIE

Director: Rakesh Omprakash Mehra  
Writers: Renzil D'Silva (screenplay), Rakesh Omprakash Mehra (screenplay)  
Release Date: 26th January 2006 (India)

Starring

Main Characters:

Aamir Khan … Daljeet ‘DJ’ / Chandrashekhar Azad

Siddharth … Karan R. Singhanaia / Bhagat Singh

Sharman Joshi … Sukhi / Rajguru
Kunal Kapoor ... Aslam / Ashfaqullah Khan

Atul Kulkarni ... Laxman Pandey / Ramprasad Bismil

Soha Ali Khan ... Sonia / Durga Vohra (as Soha Ali Khan Pataudi)

Alice Patten ... Sue
Madhavan ... Flight Lt. Ajay Rathod

Waheeda Rehman ... Mrs. Rathod

Anupam Kher ... Rajnath Singhania

Kiron Kher ... Mitro / DJ’s Mother

Others:
Steven Mackintosh ... Mr. McKinley
Om Puri ... Amanullah Khan / Aslam’s Father
Lekh Tandon ... DJ’s Grandfather
Cyrus Sahukar ... Rahul
2.2 THEME AND PLOT OF MOVIE

“For what is the flush of youth,
If it is not of service to the motherland”

In this movie, the main theme is to show and increase the level of patriotism in the characters and all the people who watch it. Sue who read the diary of her grandfather was really impressed by the efforts of the people who started “Indian-Freedom Movement” for their country, fought with the English rulers to have a separate homeland, showed that they were highly egoistic and cannot bear the rule of others over them. The basic concept behind this was Inclab-Zindabad. People of that time, who were the part of this movement, were interested in having a separate homeland for the people but not for Hindus and Muslims. There is no religious and gender discrimination either in “RDB” or in the “Young Guns of India” because women were also given equal part. Moreover this is impressive and awakening movie always serves for making the youth know about the corrupt politicians and whole system. This movie reinforces youth to change the system by taunting on them that “nothing can happen in this country” or “they cannot do anything, if they want to change the system, there comes their ends.”

Sue came to India to shoot a documentary about Indian Freedom Movement- the five friends i.e. DJ, Karan, Sukhi, Aslam and Sonia acted in her film along with Laxman Panday who was first against the actors of the Young Guns of India but later they all were friends. General public and media blamed government for buying cheap and illegal spare parts. But the corrupt politicians joined their hands to save themselves and blamed Ajay as being irresponsible for this.

Ajay’s friends decided to take revenge of their friend’s death and killed the defense minister. But the defense minister was remembered in good words so they decided to declare that they have killed the defense minister as a revenge of their friend’s death and they did the same on radio. Immediately after declaration, police forces attacked there and killed them all. They all were killed by the police. That made Indian public very furious. Ajay’s mother went into comma. Sue and Sonia were left alone and they had shown great patience which they had to.
It is assigned to us to write an analytical report on the characters of selected movie with respect to the all the variables under consideration i.e. do and how these variables implement on the characters.

2.3 VARIABLES

These variables are listed below:

- Ability
- Physical ability
- Multiple intelligence: social, cultural, emotional, cognitive
- Ability-Job Fit
- Learning
- Classical conditioning
- Operant conditioning
- Social learning
- Shaping behavior
- Reinforcement
- Behavior modification
- Problem solving model
- Values (terminal and instrumental)
- Attitude and its components
- Power distance
- Uncertainty avoidance
- Individualism vs. Collectivism
- Uncertainty Avoidance
- Long-term and Short-term orientation
- Assertiveness
- Nurturing vs. achievement
- Attitude (cognitive, affective, behavioral component)
. Cognitive dissonance
. Self perception theory
. Types of attitudes
  o Job satisfaction
  o Perceived organizational support
  o Job involvement
  o Organizational commitment
  o Employee engagement
. Expression of job dissatisfaction
. Diversity
. Job satisfaction and employee performance
. Personality determinants: environment, heredity, situation
. Myers-Brigg Type Indicator: extrovert vs. introvert, sensing vs. intuitive, judging vs. perceiving, thinking vs. feeling
. The Big Five personality Model: Extraversion, Agreeableness, Conscientiousness, Emotional Stability, Openness to Experience
. Personality Attributes: Locus of Control, Machiavellianism, Self Esteem, Self Monitoring, risk taking personality
. Personality types of achieving a Job Fit: Realistic, Investigative, Conventional, Social, Enterprising
. Proactive Personality
. Emotions
. Emotional Labor and Emotional Dissonance
. Felt and Displayed Emotions
. Affective Event Theory
. Emotional Intelligence

2.4 CHARACTERS

The characters under study are:
- DJ (Daljit)
- Sukhi
- Aslam
- Karan
- Laxman Panday
- Sue
- Sonia
- Flight Lt. Ajay Rathod
- Mrs. Rathod
- RajnathSinghania
- Mitro / DJ’s Mother
3. DETAILED DESCRIPTION OF SELECTED CHARACTERS

3.1 SUE MCKINLEY
Sue McKinley was determined in making her film on Indian freedom fighters based on her grandfather’s diary. She had the ability to make this film and for this she travelled to India despite of the high resistance from where she worked.

Sue’s intellectual abilities were seen at the time when she met all these five people and then she went through high mental and cognitive processes and perceived how these characters fit to the characters of her film. She visualized in her mind that now she has met to the perfect people who can be the best characters of her film. She was social; apart from shooting her film she enjoyed and spends time with all 5 of them. She went out with all these people and had fun. She was emotional as reading the diary of her grandfather led her to make a film. She had high value for the people who gave their lives for the freedom of India and wanted others to realize it too by making this film. Some of her emotions are also attached to the watch of her grandfather as looking at it make her emotional and more enthusiastic to make her film. High emotions of her are seen at time when DJ and his friends had a fight with Panday and when she stopped them they did not listen to her and kept on fighting and then she went to her room.
and took off all the character’s pictures and tore them and cried badly. It was DJ and his friends who made her comfortable by removing their grudges from Panday and agreeing upon allowing him to be the part of the film. She adapted one of the cultural aspects as she learned Hindi language that was the need of her in making her film. Sue fulfilled all her job’s ability requirements as she learned and spoke Hindi very well throughout the film and had the ability of job fit. She went through learning process as she learned Hindi language. Theories of Learning apply to the character of Sue as classical conditioning apply on her as the words written by her grandfather in his diary became a stimulus for her to make a film and she responded in making a film. DJ’s carefree nature and style became a stimulus for her and she started liking him in the response. Operant Conditioning apply on her character as she voluntarily decided to make a film and success of the film can lead to reward for her and failure of the film can be termed in a sense of punishment. Social Learning apply on her as she learned Hindi language and when was in India to shoot her film she never discriminated herself from all others and worked with them like a family. Shaping behavior is seen in her as each step she took to shoot her film like learning Hindi language, then going to India and then taking auditions of the characters were all the successive steps she took to get her desired response to shoot her film. Behavior Modification applies on her characters as she went through all the five steps of problem solving model to make she successful in shooting her film. She identified the critical behaviors of these five people, developed a baseline data i.e. the characters of her film and then she identified the consequences of shooting these five people for all her movie characters and then she actually asked them to work with her and evaluated the performance in a way that she analyzed by looking at the video clips that she made every day with them.

Sue had some preconceived notions that were not value free of what ought to be done and what ought not to be done. She got these values from the diary of her grandfather that influenced her behavior so much that she went to India to make a film on what she read from her grandfather’s diary.
Sue had a high sense of accomplishment of her film on freedom that the achievement of making that film can be described as a terminal value of her. Instrumental values to make that film included that she left where she worked came to India and searched for people who can be best to act in her film. She was imaginative and intellectual in making her film. Sue had a high rating on power distance as in her film she wanted to show how power was unequally distributed before independence and only the British had all the power and the Indians had to suffer a lot due to this inequality. Collectivism was seen in Sue as she expected that all the friends of Sonia are going to work with her in making the film. Sue had low uncertainty avoidance as to make her film, she left the place where she worked and travelled alone to India without avoiding any sort of uncertainties. This shows that she was short term oriented and very less future oriented as at that time she just thought of present and want to make her film. She had a high humane orientation as she valued a lot those people who gave lives at the time of independence and by making her film she wanted others to also realize the value of those people. She was assertive as she travelled alone to India to make a film. The cognitive component of attitude was seen in Sue by her opinion for people those who gave lives for the freedom of India. This component was made in her personality through her grandfather’s diary. The affective component is seen in her by her emotions and feelings for DJ. The behavioral
component is seen by her strong intentions to make her movie on freedom. Self perception theory is applied on her character as how her attitude was directed to make a movie after looking at her grandfather’s diary in which the actions that Indians did for freedom were mentioned. She was satisfied by her job of making a movie and shows high involvement and commitment in making it. She got great support from all the five friends in making her movie and this led to high engagement in her work of making a movie. She possessed diverse skills as how she used them in assessing who fits the best in the characters of her movie. She showed her dissatisfaction by valuing the people who gave lives for India by entering in the voice state and doing active and constructive attempts. She showed exit state when she left the organization where she worked who was not allowing her to make a movie on freedom movement. She played the role of Sue very well and all the customers (audience) were highly satisfied by her role and acting. Heredity was an important personality determinant of Sue. She inherited the genes from his grandfather of loving and caring for the ones who gave their lives for freedom. Her behavior was also determined by environment. She was not supported by the environment where she worked to make the movie but she felt herself capable of travelling alone for the movie making. She behaved strongly with all sort of situations; this could be seen in the movie when she told Sonia in the car that she did not have any back support and capital for making the movie. She was an extrovert girl and was not shy and loved making friends of Sonia her own friends. She was intuitive and wanted to make her film at any cost. She had a thinking personality and kept on thinking about her film especially looking after her grandfather’s diary and watch. She perceived and it was seen when she was going to DJ’s place and perceived all those as the characters of her movie. She had good agreeableness and was cooperative with all of them. She had high conscientiousness and was highly responsible and organized in making the movie. Low emotional stability was seen in her when all of the friends had a fight with Panday when she tore of all the pictures of characters from her room and cried a lot. She had great openness to experience and was imaginative; this could be seen as how she alone is determinant in making the movie. She had good locus of control and left the place where she worked and believed that she could make her fate herself by making her movie alone in India. She had high Mach as she did not follow any rules of organization where she
worked, left it and came alone and direct interaction with the people in the university. She had high self esteem and liked and preferred what she was doing. She was self monitoring as she was ready to face any sort of situations alone in India. She was highly risk taking as this could be seen she took the risk of travelling alone and without money from any company to India. She had a proactive personality that could be seen that she identified the opportunity of making the film and took action of making it and wanted people to realize the importance of people of who gave life for freedom. She was realistic and had intellectual skills of making the movie. She was investigative as this was seen how she was searching for the right persons for working in her movie. She was artistic and social but was not conventional. Emotional dissonance was seen when she was in car with Sonia when she was sad from inside as she did not had money and sponsor for movie but was showing Sonia that she was happy and excited for movie. She developed positive emotions for DJ. She was emotional at the time of Ajay’s death and was there to support Sonia, Ajay’s mother and all other friends. Affective event theory applies when her boss rejected to make the movie and she became emotional and left that place and was ready to face all risks alone. Her decisions and motivation were dependent on her emotions. Her emotional intelligence was high as she coped well with all the pressures of making the movie.

She joined the informal group of Sonia and his friends in order to make the movie. She was leading a task group as she had a task to make her movie. Later it was converted to a friendship group as she was working together with all five friends that led to the development of friendship between all of them. Sue joined these groups in order to have security as she came alone to India. She also joined it as she wanted to have power in terms of monitory. The biggest purpose of forming these groups by Sue was to achieve goal of making the movie on Freedom. The Five Stage Model of Group was seen as in the forming stage, Sue was much uncertain about the performance of all those five friends in her movie. Sue was sad when she came across the intra group conflict when DJ and his friends were resisting for the entrance of Panday. Norming Stage was seen after some time strong relationships were developed between Sue and all other friends of Sonia. Performing stage was seen when Sue used to see the fully functional performance of them after they have acted for her movie. In the adjourning
stage Sue was seen to be really close to all five friends when she completed the task of making movie. **Punctuated Equilibrium Model** was seen as Sue was setting group direction for all of them on how to perform in the movie. **Major changes** were seen as Sue was making movie. **Accelerated activity** was seen as performance in the movie was getting better day by day. As a result, Sue was playing her role well. Good **role and identity and role perception** was seen in Sue. As a leader, she performed as it was expected by other group members. Sue had a **psychological contract** with all five friends to make the movie. Sue showed all **norms** well as being part of all these groups. She showed **conformity** as she came alone to India and aligned with norms of all group members. **Deviant Workplace Behavior** was shown when she tried at the fight between Panday and other friends and tore everything of room; she did not show any **social loafing**. **Cohort** was seen as she valued people who fought for freedom and after that all other group members started valuing too. **Cohesiveness** was seen as she was attached to every group member and was in a relationship with DJ. Sue took the decisions regarding her movie. **Group think** was seen as Sue used to involve everyone in deciding anything related to movie. Sue was a part of **interacting group** as they had face to face meetings. **Nominal group technique** was seen in Sue. **Brainstorming** was shown by Sue.

3.2 DALJIT (DJ)

DJ had the high **ability** to perform his job’s task. As he was casted in the film of Sue McKinley to play the character of Chandrasekhar Azad which he played really very well. **Multiple Intelligence** was seen in the character of DJ as he was highly **social**. This was seen at the time of entrance of DJ in RDB when he was standing above a water pond and was drinking wine, he was appreciated by so many people and so many people were standing down just to see what he is doing and to appraise him.
DJ was emotional but his emotions were hidden behind his carefree nature as had already passed that university five years back but he never left it as he felt that nobody accepts him outside the university. He was emotional at the time of the death of his friend “Ajay” who was killed in an air crash due to government corruption. He was so much emotionally attached to this incident that he decided to avenge Ajay’s death. The style in which he spoke throughout the movie represented that he belonged to a cultural family. Physical abilities were really strong in his character. They way he had races with his friends and they way he drove his bike showed that he had high stamina and strength. His role in the movie that Sue was shooting also required stamina, dexterity and strength and he was capable of fulfilling it like the way he performed various tasks in a moving train when he played the character of Chandrasekhar Azad. He had the ability of Job Fit as all the requirements of the character of Chandrasekhar Azad were performed by him in a well manner. He used his own abilities to play the character of Chandrasekhar Azad really very well. Learning was taking place in his character as he became passion-driven person from a carefree person after the death of Ajay. Classical Conditioning was seen as the death of Ajay due to corruption of government was a stimulus for him to avenge his death as a response. Operant Conditioning apply on his character as he knew that going against government and taking the revenge of Ajay’s death could lead to punishment but he voluntarily did it. He voluntarily spoke against the government at the radio station despite of knowing that this would lead to severe punishments. Social learning took place as experience
of the death of Ajay made him learn so many hidden factors that he was previously unfamiliar. Shaping behavior is seen in his character as how he planned to manage each successive step to murder the defense minister to avenge Ajay’s death. Ajay’s death was the biggest reinforcement for him to change his entire personality. OB modification is applied to his character as the reinforcement of Ajay’s death motivated him to plan and work to avenge his death. His behavior was completely modified after Ajay’s death.

DJ had certain values and norms that influenced his attitude. This was shown in the movie when DJ stayed at his home with his friends and in the morning when his grandfather came out and Karan was smoking, he asked him not to smoke in front of his grandfather.

Applying terminal values to the character of DJ, he wanted a comfortable life this was shown in the scene when he discussed with Sue that he had passed from the university five years back but he did not left it because he felt that he cannot find the same position that he had in the university outside it. True Friendship was seen in DJ and for this his instrumental values include that he was always cheerful and loving with all his friends. DJ had a high rating on power distance because he went against the government and finance minister after the death of Ajay and he highly felt that powers are distributed unequally and this was corruption due to inequality that led to the death of Ajay. Collectivism was seen in DJ as he did each and every work collectively with all his friends. In group collectivism was high in DJ as he always worked with his friends like a group or team. DJ had very low uncertainty avoidance as he was ready to
accept all the risks and was very less rule oriented as it was seen when after the death of Ajay he protested against the government, killed the finance minister and spoke on radio about all that he did. This showed that due to low uncertainty avoidance DJ was short term oriented as when murdering the finance minister he did not thought about what would happen to him in the long term. DJ was low future oriented as he avenged his friend’s death without taking care of his future. DJ was assertive as he was confident and tough that was seen by his character in Young Guns of India. DJ was humane oriented as he worked to avenge the death of his friend Ajay. The three components of attitudes were seen in DJ. The cognitive component of attitude is seen by his strong belief that he cannot find value for himself outside the university. The affective component of attitude is seen by his feelings for Sue. The affective component is also seen when he got emotional at the death of Ajay. The behavioral component of attitude is seen when he intentionally decided to revenge for the death of Ajay. Cognitive dissonance is seen in DJ after the death of Ajay where incompatibility between whether to take revenge or not existed. After some time his dissonance was reduced when he came to know the real cause of Ajay’s death was finance minister so he decided to kill him. Self perception theory applies to the character of DJ when he shaped his behavior to avenge for the death of Ajay. DJ was highly satisfied by his job of studying in the university and also as playing the role of Chandrasekhar Azad in the Young guns of India. He was also satisfied to his Job of taking revenge of Ajay’s death and for that he showed high job involvement and commitment. In playing his role of Chandrasekhar Azad in Young Guns of India he perceived high organizational support as all his friends were always there to help and care for him. This led to high employee engagement by his character. Diversity was possessed by DJ that can be seen by his performance in Young Guns of India. DJ was very dissatisfied by the death of Ajay and for that he provided response by going into the neglect state by taking revenge of Ajay’s death. As Chandrasekhar Azad, he was also in voice state to get freedom for the country. Customers are very satisfied by both the characters he had played in the movie. The biggest determinant of DJ’s personality was environment. This could be seen by the fact in the movie that when he told to Sue that he did not left the university from last 5 years despite of being passed out from it since 5 years. He told her that he was unable to adjust in the outside environment and he believes that nobody
accepts him outside this university. His behavior was also determined by situation as this could be seen that the death of Ajay led him to kill the defense minister. Heredity was not much determinant in making his personality cause this was seen that he was not much like his grandfather and mother. He had a different personality from them. Applying Myers-Brigg s type indicator test to DJ’s personality, the characteristics of his personality that can be seen are that he was an extrovert person. He was so much outgoing with his friends and was highly social. He was sensing but after Ajay’s death he became intuitive and started looking at big pictures like killing the finance minister to revenge Ajay’s death. He had the feeling characteristic as he developed feeling for Sue and he was highly emotional at Ajay’s death and could not stop himself taking avenge of it. DJ became judging after Ajay’s death as he wanted to take control out of the wrong hands so he killed the defense minister. He had high agreeableness with his friends and trusted what his friends say to him. He had low conscientiousness and was not responsible and well organized; this could be seen by the fact that her mother was always worried for him and always prayed for her son’s success. He had less emotional stability and this was seen how he avenged his friend’s death. He had less openness to experience as this was shown that he never wanted to face the world outside the university. One of the personality attribute, locus of control was low in him. He did not believe that he could make his fate as he was unable to even leave his university. He had an external personality who believed that what happens to him is not in his control rather his fate brings it. He had low Machiavellianism as he could not maintain his emotional distance after Ajay’s death and killed the defense minister. He had high self esteem and liked himself as he was and did not want to change himself even a little despite of high pressure to change from his mother’s side. He was less self monitoring before Ajay’s death and was not even ready to face any factor outside university life but after Ajay’s death he became self monitoring and adjusted his behavior outside according to situation and faced all sort of risks determinately. He had extremely high risk taking personality; this was also seen after Ajay’s death when he took the risk of giving his own life for his friend. He did not had a proactive personality as he did not identified any sort of opportunities in his life and did not want to have any change in his life and was struck to university life with his friends. One of the six personality types of achieving a Job
Fit was being realistic. He was realistic in playing the role of Chandrasekhar Azad where he showed physical skills and coordination. He was not investigative but after Ajay’s death he investigated about the cause of his friend’s death. He was social and loved being with his friends. He was not conventional and enjoyed his life without following any rules. DJ did not have an enterprising and artistic personality. Emotional dissonance was seen in him as he was always showing that he was happy and joyful but actually he was not satisfied with his life. His felt emotions were different from his displayed emotions. He never displayed what he actually felt. He had high positive emotions for Sue. Affective event theory was seen at Ajay’s death, his emotions were a response to Ajay’s death. His emotions were so high that he killed defense minister. His emotions motivated him to avenge Ajay’s death and he had a decision making of avenging the death of Ajay. His emotional intelligence became high after Ajay’s death and he coped with all the pressures by government and strongly faced all the pressures on him.

DJ had his own informal group with all his friends including Sonia, Sukhi, Aslam and Karan. He joined the task group of Sue in order to play the role of Chandrashekhar Azad in her movie. He joined Sue’s group in order to achieve a goal of making that movie by playing his role in it. He had the informal group with all his friends for affiliation. The Five Stage Model of Group was seen in the task group which DJ joined as in the forming stage he was completely uncertain about how to play the role of Chandrashekhar Azad. Norming Stage was seen when after sometime great affiliation was developed among DJ and all the group members. Performing stage was seen when DJ was seen in movie playing the role of Chandrashekhar Azad. Adjourning stage was seen when DJ and all group members were able to make the movie and were really close to eachother. Later in the movie, DJ formed another task group to avenge his friend Ajay's death. All the Five Stage Model of Group also applies to it. Punctuated Equilibrium Model was seen as DJ was setting group direction for all friends on how to avenge Ajay's death. Major Changes were seen as DJ had high planning to avenge Ajay's death. Accelerated activity was seen when he murdered the finance minister. He was playing both his roles very well. Good role identity and role perception was seen in DJ. He was playing the role of Chandrashekhar Azad as expected by Sue. DJ showed to fulfill all the norms of the group. He showed conformity as he allowed Panday to work with him in the movie. He showed Deviant Workplace Behavior.
not allowing Panday to enter and work with him and also when he murdered the defense minister. DJ did not show social loafing. DJ showed group structure dynamics as his age and educational level was same as of other members. Cohorts were shown by DJ's care free nature. High Cohesiveness was seen when DJ killed the defense minister. He took the biggest decision of murdering defense minister. Group think was seen as DJ and his friends collectively decided to avenge Ajay's death. Group shift was seen when he played the role of Azad when they were doing robbery. DJ was a part of interacting group. Nominal group technique was shown by DJ. He showed brainstorming when playing the role of Chandrashekhar Azad.

3.3 SUKHI

Sukhi was one of the nearest friends of DJ. Sukhi has relatively confused personality. He gets tensed very soon but he has ability to do the role of “Raj guru” in “Young Guns of India”. He has ability to bring the revolution in his country, in the start of movie he has very non serious behavior toward his country but as sue motivate him to play the role for the freedom of his country, he become patriot and showed the love towards his country.

Sukhi has also intellectual ability; he has also abilities to do mental activities. As the results of doing work with Sue in her film, he knows that what was the purpose of their country and what should he do for his homeland. Sukhi has cognitive abilities, he want to bring change in the thoughts of young generation. He was also social person in the role of Sukhi, but in the role of Raj Guru he was not so much social. He was very friendly and have non-serious behavior with his friends, but he has also very emotional personality, he get very tensed as compared to other friends, like in the last scene when all friends were in radio station, the firing started and DJ got hurt with firing he became too much emotional and stand before the DJ and died.
Physically Sukhi was not too much strong but he has stamina to perform his role properly in “Young Guns of India”. In 1925, Kakori robbery all of the friends perform their role with full of strength and stamina they fight against British and stole money to buy weapons, but they didn’t harm any Indian. They attacked on train with their full strength. The **Ability-Job Fit** of Sukhi was really good, he fulfill his job and responsibilities after the death of his pilot friend Ajay. He raised voice against the government and defense minister that by using poor quality material in plan causes the death of his friend. Similarly, in “Young Guns of India” he fulfills his job according to the requirement of his role “Raj Guru”. He motivated young generation to bring revolution and should get freedom from British. For this revolution he sacrifices his life for his country. There was great **learning** happened in the behavior of Sukhi after playing the role of Raj Guru in “Young Guns of India”, Sue changed his behavior and created love towards his country. As, before Sukhi was not very patriotic and always waste his time with his friends. But after doing role there was permanent change occur in his behavior, he became honest and patriot. Meanwhile due to the death of his friend pilot in an aircraft, the behavior and emotions were totally changed, that was also the cause of changing their behavior through experience. The death of his friend was **Stimulus** for him as the result he **respond** against Government because poor parts were used in the manufacturing of plan, he took part strike against the Government and at last when there was no result came, they killed defense minister (**Classical Conditioning**). He **learnt through his direct experience** and observation because of death of his friend. So, he killed defense minister and also accept their fault because he wanted **response**
from the whole nation. So there was internal reinforcement which is required to change the behavior there was the positive reinforcement because what he desire he got that. At the end of “Young Guns of India” all friends got punished and died for their country without any fear. He faced a lot of problems for revolution of their country, when they were all in jail, Sukhi was very fearful personality in RDB but in Young guns of India he became very strong and in jail he did hunger strike for 114 days. That was the great example of his personality.

Values are the specific mode of conduct which can be easily applicable on Sukhi in RDB; he accepted all his values being an Indian. His heart was full of with the love of his country. After doing work with Sue he became very patriotic, and by following her ideas in Young Guns of India he showed his values in front of his enemies (British). Terminal values also apply on his character because there is relative permanent change in his personality and values. Terminal values are those which we achieve or the change which occur in the personality of Sukhi’s life, while instrumental values also apply because he struggled to get his terminal values.

Values across cultures also affect RDB, after the death of his friend Ajay, he raised voice against Government and asked for help, but there was high or great power distance, no political party was ready to help them. He worked for their country and nation both as individualism and collectivism. He fighter against British in Young Guns of India without any materialistic cause, he only fights to bring freedom and revolution in his country.
They are all ready for any uncertain situation, they had no fear they prepared themselves for any uncertain situation. His planning of fighting against his enemies was long term orientation, by which the whole nation will affect. The personality of Sukhi was full of attitude because he evaluates statements from different people, objects and events. Sukhi has affective component more because he was very emotional about his friends. Young Guns of India also showed the emotional feelings about his country. Behavioral component also shows in his personality because after the death of Ajay his behavior towards his country and Government was totally changed. Theory of cognitive dissonance also applied because there was inconsistency between his two or more attitudes, his behavior was changed.

Attitudes are formed in Sukhi character after the death of his pilot friend Ajay, he perceived himself, before that event happened his attitude was very non serious about his life and future, but after that event he became serious about what’s the situation of his country, so self perception theory also apply in his character.

All of five friends have negative feelings about their Government in RDB and against British in Young Guns of India. But the result which will come after it was positive both for their country and nation. The job satisfaction was high because what he think about his friends and country he fulfill that with full of participation and honesty. Sukhi perform his job in Young Guns of India as raj guru with his full of devotion.

The degree to which Sukhi feels about the Government that how much it cares about his well being is perceived organization support (POS); he came to know that Government is not in the favor of him. Quality of employee engagement also applies on his character because he was satisfied with his job and work. When he came to know that Government will not help him then he expressed his feelings by raising his voice against it. The response to his job satisfaction was active and constructive.

The personality of Sukhi was too much confusing and emotional. The interaction of his personality with his friends was very non serious, jolly, friendly, sincere, and caring. He cares much about his every friend. He had all the qualities of a best and sincere friend. But after the death of his friend Ajay his personality changed and reaction was very violent as compared to
before. The environment in Sukhi was lived related his friends and their company which has great impact on his life. He never took seriously anything, like in this film when DJ and Sukhi was drinking wine and he fell down in water shows the friendship with his friends. He helped his friends in every situation like after the death of his pilot friend Ajay in RDB, and in Young Guns of India he handled everything according to situation.

Sukhi has highly extrovert personality because he was very social. He always remains present in the company of his friends and always doing something new and special. Sukhi also had intuitive personality because he made decision on his personal judgment, he become more conscious and tensed in every difficult situation. Like when Sonia and Dj were agreed to kill the defense minister than sukhi become afraid of that plan and forbade his friends for doing that. A major indicator of his personality was feeling, he was much sincere and caring about his friends. He had ability to perceive things and persons in RDB as well as in Young Guns of India.

Sukhi was sociable, responsible, and persistent and organized in Young Guns of India. He become responsible because he came to know that there was a need of freedom for their country and nation. He also became organized as he before. He had also the ability to locus of control because he believed that he can make his own fate by his work and mission. He wanted to bring change in the politics and at the end of the film he was succeed to do that. He had also the quality of externals, as externals are those people who believe that what happens to them in future they can handle it and this all work done by all five friends.

There was high level of self-esteem in Sukhi because he had the degree of liking and disliking himself. He can handle any uncertain situation which may occur in future so Sue selected him to play the role of Raj Guru in Young Guns of India. So, a trait of self-monitoring also applied on his personality.

Obviously the variable of risk-taking is applied on the personality of Sukhi, because he made quick decision in the killing of defense minister and similarly in other role of Raj guru he did Kakori robbery along with his friends which was very risk taking event. He has proactive personality because there was a proper plan which he followed. First he identified problem,
then he took initiative, he took action and at the result change happened. **Personality-job fit theory** was dominating in his role because he done all his responsibilities, work with full f
efficiency and effectiveness. So, there was proper job fit done by him. There was high **emotional labor** in the film, he was very emotional towards his friends, and at the end he was also very emotional to his country he became very patriot. He **displays his emotions** in Young Guns of India as it was required. His emotions after the death of his friend were **negative** but it was according to condition through which he was passing.

In one scene of RDB after the murder of defense minister Sukhi showed negative emotions to his friend Karan because he thought that as Karan was a son of famous politician he can easily escaped from any trouble. So **theory of affective (AET)** also applied on his role.

Sukhi and his friends did their work as **informal**. They made group to kill defense minister because they thought his friend Ajay was killed by his negligence. They acted as a **command group** DJ was the commander of their group. They worked according to his order. They also did their work as a **task group**, because after the death of his friend they had common aim to prove that their friend was innocent.

They made their group as **friendship group** because all of them were friends. Sukhi and his group gave **security** to each other. Sukhi and his friends had great **affiliation** with Ajay. That’s why after the death of Ajay they want to kill defense minister and wanted to get revenge with everyone who was involved in the murder of Ajay. At last by giving their life they proved that his friend was innocent.

They **achieved their goal** after giving their lives. They were on the position of **norming stage** because everyone in this group was **interdependent** with each other. They proved his friend was innocent so we can say that they were on the performing stage. They worked as punctuated equilibrium model because they felt that defense minister was wrong person that’s why they killed him. Sukhi and his friend understand their role and had common norms.
3.4 ASLAM

There were five groups of young men to act in the film. One of them is Aslam who is very strong character and have multidimensional personality. His role in movie shows that there is no discrimination between Muslims and Non-Muslims when you fight to bring revolution in your homeland. He has full ability to do his task with full strength. He has ability to do work with an Indian without any religious discrimination. He performs his tasks with great ability and enthusiasm. He has also intellectual abilities to do work. He has multiple intelligences, he want to bring change in nation and wanted to revolutionize his country in spite that it is not a Muslim country. He was also a social person, he was very friendly and emotional person about his friends like in scene of movie when all friends go to meet the mother of DJ then she admired Aslam, that only Aslam often come to meet her mother this show the love of Aslam towards elders. So, Aslam was also very emotional person, he has also cultural personality because instead of living between Non-Muslims he offers prayers, his dressing and his beard show the get up of Muslim in movie as well as in “Young Guns of India”. Aslam was physically strong and tall. He has enough physical ability to do his tasks with full of stamina and strength. Sue chooses him as the role of Ashfaqullah Khan who was famous poet and who motivate young generation by his poetry.

Aslam fulfill his job with full of enthusiasm, after the death of his close friend instead he is Muslim or not he became more energetic similarly in “Young Guns of India” he perform his duty with honesty.

He learnt a lot of through his experiences in his life; his family forbade him to make Non-Muslim friends. But he was emotionally attached with each one of his friend.
There is another character Laxman Panday, who was the political activist, join the cast of “Young Guns of India” later in the film, he was unpopular due to his anti-Muslim beliefs. So there was always cold war between Aslam and Laxman, both hate to each other but on the resistance of Sue he cast in the film as the best friend of Ashfaq that was Bismil. So by working together their behavior towards each other will change and there was also permanent change occur in real life. The death of his pilot friend was the stimulus for Aslam and he responds to it by taking part in strike against Government and demanded that defense minister should resign.

Operant conditioning theory also applies on his personality because he had done voluntary behavior that leads to reward and prevent from punishment. Beside this, social learning theory applies more because he learn through direct from his life by the death of his friend, and similarly in shooting he also learns and observed the behavior of Ashfaq whose role he was doing. That was the cause of permanent changing his behavior. The theory of shaping behavior also applies because he performed successive step that moves to the desired response in RDB and also in “Young Guns of India”. All five friends wanted to have revolution in their country without any discrimination of religion. So, what they want they tried to achieve by sacrificing their lives for their country.

As Aslam was a Muslim and he did not strictly follow the rules and values of his religion. He lived in an Indian society and his all friends were Indian. He was also very patriotic like all his Indian friends instead of he was Muslim, he want freedom of his country. Sue motivates him to perform the role of Ashfaqullah khan in Young Guns of India Terminal values include things
which you want to achieve, due to which there was change occur in his personality. He used **instrumental values** to obtain his goals and aims which were helpful to achieve the terminal values. Like the death of his friend became the cause to obtain his goals and how to make political system better in his country.

As, living in an Indian society he should follow some values. There is a great or high **power distance** between him and government, the reason is as he was Muslim and one of the political activists Laxman Panday didn’t like him being a Muslim and called him Pakistani in the scene. So, how an Indian political party can help a Muslim person? He performs his role both as an **individualism and collectivism** in the film. With the help of his poetry in Young Guns of India as Ashfaq he motivated Indian nation that how to bring revolution in the country. **Collectivism** work is more done by him because he can’t take any decision without the help of his friends.

**Achievement and nurturing** is an important part of values, he was doing his work and efforts without any gain of monetary support he only fights against British to get freedom and don’t want to remain the slave of them. He always prepares himself for any **uncertain situation**. His planning was for the **long term** for his country.

Aslam personality had different **attitudes** because he evaluates statements from different people, objects and events. Aslam has also **affective component** more because he was very emotional about his friends. Young Guns of India also showed the emotional feelings about his country without any discrimination of religion. **Behavioral component** also shows in his personality because after the death of Ajay his behavior towards his country and Government was totally changed. **Theory of cognitive dissonance** also applied because there was inconsistency between his two or more attitudes, his behavior was changed.

After the death of his pilot friend Ajay, he **perceived himself**, before that event happened his attitude was very non serious about his life and future, but after that event he became serious about what’s the situation of his country, so **self perception theory** also apply in his character.

**The rate of job satisfaction** was high because what he think about his friends and country he fulfill that with full of participation, dignity and honesty. Aslam perform his job in Young Guns of India as raj guru with his full of devotion. The degree to which Aslam feels about the
Government that how much it cares about his well being is perceived organization support (POS), he came to know that Government is not in the favor of him. Quality of employee engagement also applies on his character because he was satisfied with his job and work. The response to his job satisfaction was active and constructive.

Aslam had multi dimensional characteristics in his personality. As he was Muslim but his interaction with his friends was very sincere and true. He never discriminate himself from his Indian friends. Instead he sometime quarreled with his family because of his friends in RDB. There are different personality traits in his role; heredity was an important trait because he was Muslim and belonged to a Muslim family, so he should obeyed some rules and regulations according to his religion. The environment in which he lived was totally different from his religion but he was happy with his friends, because they all were united in every matter of life.

He also had ability to maintain himself according to situation, when his friend died due to crash of aircraft they all get united and take action against Government than Aslam was more injured due to strike but he handled situation. Aslam was also extrovert person because he always remains with his friends; he was social person and full of enthusiasm. He had the quality of intuitive he made decision according to his personal judgment. He had also ability to think and feel in his personality. He perceived things and people around him. Aslam was also very sociable, responsible, and persistent and organized in Young Guns of India as well as in RDB. He become responsible because he came to know that there is a need of freedom for their country and nation. Aslam was more organized and responsible person in this film. He wanted to bring change in the politics and at the end of the film he was succeed to do that. He had also the quality of externals, as externals are those people who believe that what happens to them in future they can handle it and this all work done by all five friends. There was high level of self-esteem in Aslam’s because he had the degree of liking and disliking himself. He can handle every uncertain situation which may occur in future so Sue selected him as the character of Ashfaq in Guru in Young Guns of India who was famous poet and had great contribution in the freedom of Indian history. So, a trait of self-monitoring also applied on his personality.
Off course the variable of **risk-taking** is applied on the personality of Aslam life, because he made quick decision in the killing of defense minister and similarly in other role of Ashfaq he did Kakori robbery along with his friends which was very risk taking event. He had also **proactive personality** because there was a proper plan which he followed. Firstly he identified problem, then he took initiative, he took action and at the result change happened. **Personality-job fit theory** was dominating in his role because he done all his responsibilities, work with full efficiency and effectiveness. So, there was proper job fit done by him. There was high **emotional labor** in the film, he was very emotional towards his friends, and at the end he was also very emotional to his country he became very patriot. He **displays his emotions** in Young Guns of India as it was required. His emotions after the death of his friend were **negative** but it was according to condition through which he was passing.

Aslam and his friends made **informal groups** because that was not made formally or in any **structured** form they was no formality among them, they made groups only to kill defense minister to get revenge and fight against British in Young Guns of India. They all acted under a **command group** we can say D.J was the leader because all decisions were taken by him in any condition and every one will follow it. There was task give to Aslam as in RDB and similarly in Young Guns of India, and he performed his task successfully. They were all **helpful** to each other; they **secure** their friends if anyone was in trouble every one give security.

Aslam and his friends had **affiliation** with Ajay because he was also one of the best friends of them so, after the death of Ajay they were all became violent and result was very dangerous. They **achieved their goal** after killing defense minister and show themselves to whole of the nation as killers and similarly they get freedom in Young Guns of India. So, they achieved a free country for their nation. Everyone was **interdependent** to each other so norming stage also applicable on the role of Aslam.

Aslam and his all group member’s friends acted as **punctuated equilibrium model** because they became very violent after the death of their friend Ajay in aircraft and wanted to get revenge from defense minister.
Aslam perform his norms and values, as he was Muslim but all friends were Hindus and was very sincere.
3.5 SONIA

Here are now discussed different variables and their implementation on Sonia i.e. do and how they fit on her who also played the role of Durga in the movie “Young Guns of India” that is made in Rang De Basanti. Talking about the Ability, her performance as Sonia and Durga was up to the mark, she fulfilled the varying requirements for both the characters she played. Her Intellectual abilities were also very good in terms of verbal comprehension and reasoning as seen when she agreed with Ajay while they all were discussing the future of their country at the hotel of DJ’s mother and when they were sitting in another Restaurant.

Multiple Intelligences includes cognitive, social, emotional, and cultural aspects and Sonia (and Durga) has shown all this. She was cognitive as she was seen to think very deeply e.g. as Durga when she said to kill the English minister and as Sonia she said to kill the defense Minister, she seemed to think deeply and taking such risky decisions. She was very social as Sonia as she had many friends either boys or girls. She was very emotional too as it can be seen that she was very caring, how she fought with Ajay for his rash driving. After the death of Ajay, her whole life was ruin that shows her high emotional attachment with him. Moreover she was very emotional as Durga because she was a part of Freedom movement and was fight for the whole Indian nation. She was not cultural as Sonia before the death of Ajay, she used to wear
western dresses, had friendship with boys and did not follow the traditions but after his death, she wore white dresses, follow all the customs of her society. As Durga, she was cultural, wore Sarhees and has Teeka on her forehead. Her Ability-Job Fit was very excellent. She fulfilled all the requirements of her role and performed to an excellent level. Her Learning was very good. During performing the role of Durga, she learnt of the sacrifices of previous for their country, she became sad because of the present situation of the country. Here leaning and Classical Conditioning both apply. Moreover Classical Conditioning also can be seen after the death of Ajay. She was extremely sad. Operant conditioning also applies on her as she was voluntarily taking part in all the strikes after Ajay’s death. She was known full of the results or consequences yet she was taking part. Social Learning also applies on her as she had learnt a lot from her experiences; she was known full of the society and corrupt politicians and the customs of her nation. Her behavior was totally changed after the death of Ajay. She became very silent and calm person. Her behavior was shaped. She was internally reinforced to take revenge of Ajay’s death and as Durga she wanted to take revenge of Ashfaq and Bismil’s death. Her emotions forced her to do the same.

Discussion is now done on some more OB variables w.r.t the character of Sonia who also played the role of Durga in “Young Guns of India”. She possessed smaller proportion of values in terms of what ought to be and what ought not to be done. She was not so much cultural as she denied touching her fiancé’s feet, not following the tradition. She possessed patriotic values because she always agreed with Ajay to change the fate of the country. She doesn’t want to adopt shortcuts to succeed. Her terminal values are to adopt comfortable, exciting life, have true friendship, pleasure equality etc. She has many instrumental values to achieve terminal values e.g. she was responsible, polite, loving, helpful, honest and cheerful. She has faced high power distance as there was much decentralization in the country because nobody was ready to value Ajay’s death. She wanted to take revenge of Ajay’s death but upper authorities did not hear their voices. As Durga, she wanted freedom (terminal value) from their English rulers and she was very helpful and courageous (instrumental values). She had to face high power distance as Durga as well because there was complete rule of foreigners. She was collectivist in her both roles because she had joined hands together with her companions to take revenge of
Ajay’s death as Sonia and she also wanted to act collectively to work for the betterment of her country and as Durga she was a part of collective Indian freedom movement. She has low uncertainty avoidance as it can be seen from where she says to kill English minister as Durga and to kill defense minister as Sonia. She was short-term oriented as Sonia because she took an immediate and emotional decision to kill defense minister but as Durga she seemed to be long-term oriented because she took the decision to kill English minister for the long term benefit of her country people. She was assertive as Durga as she was competent and tough in that role. She was nurturing oriented as she was seen valuing relationships over money and material objects and being modest in both the roles she played. Panday has shown all the three components of Attitude, she has shown cognitive component in form of her believes for people and country in both of her roles i.e. as Sonia and as Durga. She has shown affective component in the form of her feelings and emotions towards her country (as Sonia and Durga), towards her fiancé and friends as Sonia and behavioral component in the form of her intentions to take revenge of injustice in form of Ajay’s death or the lost of Aslam and Bismil in both her roles i.e. as Sonia and Durga. There is cognitive dissonance in her attitude and behavior in a way that she thinks never to adopt negative means for anything but after Ajay’s death she adopt negative behavior in form of negative means to murder defense minister. Same is the case with her role of Durga.
Self-perception theory also applies on her because as Sonia she first shaped her behavior towards adopting negative means then she developed her attitudes to be in the same way. Coming towards types of attitudes, she was satisfied with her job as Durga and was an active member of Indian freedom movement. As Sonia, after death of Ajay she internally satisfied for what all she was doing e.g. protests, strikes and murder. Consequently she has shown high job involvement, commitment and engagement in both her roles. She also thought to have organizational support from her companions both as Sonia and as Durga for all her tasks and actions. She possessed diverse skills as these can be shown by her impressive acting in “Young Guns of India”. Coming towards expression of job dissatisfaction, she firstly lied in voice as she was an active and constructive member as Durga before Ashfaq and Bismil were caught and as Sonia before the death of Ajay but after the death of Ajay she went into the state of exit and then neglect, same happened in the case of Durga after Ashfaq and Bismil were lost.

Discussing job satisfaction and employee performance, we can say that she was highly satisfied with what she was doing i.e. being a part of protests, murders and anti-govt. movements so she has shown high performance and fulfilled the demands of her jobs. Her job satisfaction led to perform well although she was not having right means but her personal satisfaction made her perform their job very well.
Talking about Myers—Briggs Type Indicator, we can say that Sonia as well as Durga has Extravert, intuitive, feeling and perceiving traits of personality. Coming towards Big Five Personality Model, she has shown high extraversion and agreeableness in both her roles as seen by her social and responsible nature because she has many friends and promised to help Sue in any circumstances and as Durga she had shown her responsibility in having a separate homeland for them. As Durga she was high in conscientiousness but as Sonia she was moderate in this personality trait. As Durga she was high emotionally stable but a Sonia she scored lower in this trait as she is seen fighting with Ajay in a scene due to his rash driving and she was very touchy for her friends as well. Moreover Ajay’s death made her highly unstable with respect to her emotions. She was high in openness as she was seen curious and tried new things e.g. acted
in “Young Guns of India” that was new experience to her. She was also very sensitive for her fellows and country that also comes in openness. She had high internal locus of control as she believed she is master of her own fate, she does not value luck e.g. she always agreed with Ajay about taking part to work for betterment of country, she believed that no one else is going to change their country’s fate, they have to work by themselves. Same with the case as Durga, she worked by herself for separate homeland, in the war of freedom, she is not seen here counting her luck or any sort of external control. She scored high in Machiavellianism as she did not follow any sort of rules when she did not have the true payback of Ajay’s death. She herself decided and asked her friends to kill the defense minister. Same was the case with Durga. She believed to use any means to achieve desired goals. In both her roles, she was a part of protests and other illegal works. She was high in self-esteem as she is not found disliking her own self in any of the scenes of movie in both her roles. She did self-monitoring and adjusted herself as to the external factors i.e. in the very last scene of movie she is seen to get patience and looked calm after Ajay’s and other all friends’ death. She was extremely high in risk-taking as she did not care for consequences and as Sonia she was the part of protests and in killing defenses minister and as Durga she was the part of Indian Freedom movement and part of protests and strikes again English rulers. She had proactive personality in her both roles as he was seen to be identifying opportunities, taking initiatives to bring change in the society e.g. she wanted to bring the political change in society as Sonia as well as Durga. Implementing personality-job fit she is seemed to have realistic, investigative and social personality in both the role she played. She was high in emotional labor as she was displaying the desired emotions in all situations e.g. her love for Ajay, her country, and as Durga her passion to have separate homeland. Moreover her felt and displayed emotions were same as she had shown for Ajay as well as for her country and as Durga, same happened. She has shown positive as well as negative emotions i.e. positive emotions for Ajay, her friends, and her country and as Durga for her people and fellows. Negative emotions were displayed after Ajay’s death in a way to take true payback of his death and as Durga in favor of Bismil and Ashfaq in a way by planning for killing English ruler. Talking about Gender and Emotions, we can say that she had greater emotion expression e.g. when she fought with Ajay for his rash driving, experienced emotions more
intensely, displayed emotions more frequently e.g. after Ajay’s death and was good at reading others’ emotions. Talking about Affective Event Theory, her emotions can be seen to be a clear response of events happened e.g. the time of her engagement, the time of Ajay’s death etc. her decision making and motivation was highly influenced by her emotions e.g. willingness to marry Ajay, readiness to kill defense minister and as Durga decision to kill English ruler. Her emotional intelligence was high as she had shown qualities of self-management, self-awareness, self-motivation, empathy and social skills.

Sonia was a part of informal group i.e. friendship group. She was also the part of command, task and interest groups when after Ajay’s death they decided to held strikes and kill the defense minister. As Durga she was the part of all the same groups where she is seen fighting for a separate nation. She in both her roles joined different groups for goal achievement, affiliation, security, power and self-esteem. The five stage model of group development also apply on her in both her roles i.e. as Durga and Sonia when they planned to kill defense minister, to be a part of Indian freedom movement and to shoot “Young guns of India”. Punctuated-equilibrium model also applies on her as Durga when she planned with other members to fight for and have a separate nation. She planned different activities according to different changes that occurred.

Role: role, role identity, role perception, role expectation score high on her in both her roes. Role conflict does not exist for her as she performed or did everything expected from her. She also had a psychological contract as she said or decided to do what others expected from her i.e. being a part of protests, decided to kill the minister.

Conformity and Reference Group: she had shown high conformity for her roles and she was a part of reference group that youth liked and wanted to act the same as they were doing. She has shown Deviant workplace behavior by showing to be the part of antisocial murder of ministers in both her roles and to held strikes as well. For this they had faces negative consequences as a killing of those friends.

She also had shown cohorts composition as she also held a common attribute to fight for country as Durga and to kill the defense minister in both her roles. She has shown high
cohesiveness for both her groups in both her roles i.e. she was emotionally attached with all her friends. Showing high performance, appearance and social arrangement norms in both her roles, she had shown high productivity and performed her roles very well.

**Group Tasks:** she has shown high involvement in decision making as she suggested killing the ministers in both her roles and everyone agreed. She was a part of groupthink as they all have mutual consensus on what and how to do. She was a part of interacting group where all members interacted with each other face to face. Brainstorming is also by her as they all gathered different ideas about what to do and what is better i.e. to take revenge, when they all decided to kill the defense minister.

### 3.6 LAXMAN PANDAY

Here are now discussed different variables and their implementation on Laxman Panday i.e. do and how they fit on Laxman Panday who also played the role of Ramprasad Bismil in the movie “Young Guns of India” that is made in Rang De Basanti.

Talking about the **Ability** of Laxman Panday, we can say it is excellent; he has performed various tasks in the same job and performed the role of Ramprasad Bismil very well i.e. as his performance requirement varied from scene to scene; he played very well all the roles.

**Intellectual Abilities** of Panday in terms of reasoning were very good as he talked about politicians and as performing the role of Bismil, he planned for robbery keeping all the circumstances and inferences in consideration.

**Multiple Intelligences** includes cognitive, social, emotional, and cultural aspects and Panday has shown all these aspects i.e. he was cognitive, emotional and cultural while serving for his country but not was very social. Although as playing the role of Bismil he was social as well. His emotions can be best described in a way that how he felt for his country i.e. he was extremely patriotic and wanted to do something for his country. He was cultural as well as he followed his religious norms i.e. he kept on reciting holy verses of his religious books while playing the role of Bismil and as Panday he disliked the mixed gatherings and musical parties as it happened in almost start of a movie.
Moreover, due to his religious beliefs and patriotism, he disliked Muslims as we can see his hatred for Aslam. He was not so much social as Panday but as Bismil he was very social, he had social contacts and he also did not dislike Ashfaq as in one scene he was sitting with Ashfaq and talking to him showing his love, affection and caring nature for him. As Panday, he was social after the death of Ajay. Before that, even after being friend with all of them, he did not become so social. He used to sit separately, calm and quite as it can when they all went with Ajay in a hotel, they all were discussing political and national issues, he was sitting completely silent. But after the death of Ajay, he was with them all the time, discussed different matters and helped them in killing Defense Minister. His Ability-Job Fit was excellent. His performance as Panday and as Bismil was really outstanding. He fulfilled all the requirements of his job and played his roles very well. While discussing Physical Abilities, his explosive, dynamic strength, stamina, balance, body coordination were excellent as these can be seen in a scene when they were fighting with each other, he has shown the same strength while playing the role of Bismil when he ran along with Ashfaq and also when he was beaten.

He had good Learning. At first he was not good with Aslam but later on while acting for the role of Bismil, he had affection with Aslam so we can say there is a relatively permanent change in his behavior. Classical Conditioning also applies on him as he was against all the modernism, so he created a fuss in a party where all university students were enjoying, he showed a worse response there. Moreover the death of Ajay revealed all the secrets of politicians upon him and
he started blaming his leader for all that. As Bismil, his internal desire to have a separate homeland worked as stimulus for him and he started fighting against English. Operant conditioning also applies on him as Panday he knew that what would be the circumstances of killing defense Minister and as Bismil he knew what challenges he had to face while fighting for a nation yet he did the same, he showed volunteer behavior. Social Learning also applies on him as he learnt to behave well with everyone while playing the role of Bismil that led him to do the same (behave well with others) as Panday. He overcame his aggressiveness and became friendly. Moreover the death of Ajay made him known full of the corrupt face of politicians and he left Politics. For the same point, we can say classical conditioning also applies here. His behavior was also shaped, he brainwashing was done in a manner that he became aggressive and very rigid politician as Panday but later on, learning occurred and his behavior was shaped to a new state where he was social and good with others. As a Politician, his behavior was reinforced again and again at variable intervals so as to ensure that the same response is generated by him all the time when required.

Here are now discussed some more OB variables w.r.t the character of Laxman Panday who also played the role of Ramprasad Bismil. Laxman possessed high values in terms of what ought to be and what ought not to be done. He possessed cultural, religious, patriotic and political values i.e. he did not want anything negative to be a part of his culture e.g. he clearly opposed late night parties and western music etc., he possessed religious values as he is found reciting the holy verses of his religion in many scenes for both of his characters i.e. Laxman Panday and Ramprasad Bismil. He also possessed patriotic values as he wanted to do something for his country and this can be clearly seen in a scene where he read out the poem “Sarfroshi ke tamana” with complete love and passion for his country.
The terminal value for him was we can say Freedom in the role of Ramprasad Bismil and to attain this; his instrumental value was to be honest and responsible. He was logical or rational in his decision making i.e. as Panday he was against that group of friends still he decided to work with them in “Young guns of India” because he wanted to do something for his country; he took this decision on the basis of his rationality. He faced high Power distance because when he wanted from his upper authorities to have good revenge of Ajay’s death, he was negated. Political powers did not listen to his voice. While playing the role of Ramprasad Bismil, he faced high power distance here too because when he was caught by English army, he faced decentralized decision and was a severe victim of oppression. He was collectivist because, as he joined politics, he wanted to do something for betterment of his nation and as Bismil, he joined Indian Freedom movement to got freedom that showed his collective nature. He has low uncertainty avoidance as it can be seen from when he said them to provide pistol to kill Defense minister he did not taken into consideration the consequences that also shows that he was short-term oriented but by seeing some other scenes we can say he had mixed nature in both of his characters as he wanted to do something for his nation and people he was long-term oriented. He was assertive as well as he was competent and tough in both characters he played. He was nurturing oriented as he was seen valuing relationships over money and material objects and being modest in both the roles he played. Panday has shown all the three components of Attitude, he has shown cognitive component in form of his believes for politics,
culture and people. He believed that politicians are for the welfare of people that was later proved to be wrong, his attitude towards Muslims was totally negative, he disliked Muslims as he showed his hatred for Aslam showing the **affective component** of attitude, which was also changed after he has worked in “Young Guns of India”. He has shown the **behavioral component** as he intentionally decided to take revenge of Ajay’s death by deciding to kill the defense minister and as Bismil, he had high intentions to do something while being a part of Indian Freedom movement. There can be seen **cognitive dissonance** in his attitudes because although he joined hands together with those friends but somewhere inside his heart he was unable to accept Aslam as friend and this helplessness ended when in the last scenes of movie he hugged him, his facial expressions and his tears revealed that his entire grudge has ended. His dissonance has been reduced.

He faced high cognitive dissonance in political scenario as well because he believed that politicians are there to serve for their nation but when after Ajay’s death, he saw the original and corrupt face of politics and politicians he completely lost his mind, he had an argument with his own party leader but when nothing gone right he left party to decrease his dissonance as he was in a state of multiple feelings.

**Self perception theory** applies on him in a way that he firstly changed his behavior towards all of them and then shaped his attitude towards them, moreover his attitude towards Muslims was also changed after he had changed his behavior with Aslam.
Discussing about different types of attitudes, he was firstly satisfied from his job of being a member of political party, same was the case with his role of Bismil, and consequently he has shown greater job involvement, organizational commitment and engagement. But later on after he had seen the fraudulent face of the system, as Panday, he left it. He also perceived to have organizational support in both of his characters i.e. he thought that his party and his people will help him and support him in his actions. Talking about diversity, we can say he possessed this characteristic as he played the role of Bismil very well showing his diverse skills. Talking about expression of job dissatisfaction, he firstly lie to be in voice as he actively participated to improve country conditions and also demanded from the Govt. to signify Ajay’s death. Then after Ajay’s death he went into exit because he left his party moving towards to be in the phase of neglect by making the conditions worsen and by taking revenge of his friend’s death. As Bismil, he was in voice state. Discussing job satisfaction and employee performance we can say until he was satisfied he showed good performance, party was happy with his functioning, where dissatisfaction arose, he left the party. As he was believed to be fairly treated and accepted by people in his both roles, he wanted to outperform in his both jobs. His job satisfaction led him to perform well that made his party members (as Panday) and coworkers (as Bismil) satisfied. Generally speaking we can say he had performed both of his role very well and us, the customers, happy and satisfied by his excellent work done.

Talking about personality, we can say that the personality of Laxman Panday is developed mainly by situational or environmental factors i.e. he was having rigid personality as he always disliked western culture e.g. music and late night mix gatherings, his personality had main impact of his own culture, he was very patriotic. This thing also shows that he disliked the things prevailing in his society depicting his tough and rigid personality. His personality as Talking about Myers—Briggs Type Indicator, we can say that Panday is Introvert but as Bismil he was Extrovert. In both his roles he had shown sensing personality. Talking about thinking and feeling, he contained both elements as he was thinking oriented as Bismil, he thought for the better future of his nation and as Panday he showed his feelings in both his roles as he had highly emotional and patriotic feelings for his country. He had judging personality as Panday and Bismil both as he is seen judging things and not perceiving things to be. Coming towards
Big Five Personality Model he has shown agreeableness as Bismil as he is seen cooperative, trusting and good-natured because he was the part of Indian freedom movement that shows his trust worthy personality. But as Laxman he was not agreeable as Sonia was saying Sue that the people of Laxman Panday type is not trust worthy. He scored high in conscientiousness in both his roles as he always strived to achieve goals and was well organized. Talking about emotional stability, with respect to his patriotic emotions he was not so stable, he used to show sudden emotional response for his country. He scored very low in openness i.e. he was very traditional and avoid trying new things. He had high internal locus of control as he did not focus on or value external factors rather he believed in his own efforts same as Ram. He scored high in Machiavellianism as he did not care for ways he adopt to achieve his desired goals e.g. he created valance and fought with university students at mixed night gathering. He was extremely high in self esteem as he did not like what others say about him. He did selfmonitoring and adjusted himself to external factors as he firstly disliked Aslam but later on he had friendship with him. He was involved in high risk taking as he did not care for ends as Panday and was involved in killing defense minister and as Bismil he was a part of freedom movement. As Bismil, he had proactive personality because he wanted change the environment positively and wanted to have separate homeland, as Panday he had the same personality but he used negative ways. Implementing personality-job fit he is seemed to have realistic, investigative and social personality in both the role he played. He was high in emotional labor as he was displaying the desired emotions in all situations e.g. in one scene, he had shown his emotions for his party and country. His felt and displayed emotions were although different i.e. he disliked Aslam but he has to show that he is now okay with Aslam which actually ended later. He had shown positive emotions as Panday and as well as Ram i.e. he had shown positive emotions towards his country and betterment of his country. Negative emotions are shown after Ajay’s death as he was the part of protests and killing in defense minister. Talking about gender and emotion, he showed bit different emotion display, male although do not show emotions but he has shown the same in patriotic terms. Talking about Affective Event Theory, his emotions are clear response to the events happened in both his roles e.g. in a scene as he disliked western culture he became furious. His
emotionalintelligence was high as he had shown qualities of self-management, self-awareness, self-motivation, empathy and social skills (in role of Bismil).

Laxman Panday was a part of formal political group to prevent the western culture and to promote the Indian culture. He was a part of command group as a political person as he is always seen working for his political party. Later he was a part of Task group and Interest group when he joined the group with which Sue was making a film on Indian history. After that he had a friendship group with those five friends and became a member of their group. He joined task and interest group for task achievement in order to do well for his country. As Ramprasad Bismil, he was a part of interest and task group in order to achieve decided goals.

The five-stage model of group development apply on him as he followed the forming stage because when he joined them he was not sure whether they would survive together or not.

In storming stage they had a fight and conflict between them. In norming stage there exist a close relationship between all of them and they were friends. In performing stage he performed his role very well and fulfills all the requirements. In adjourning stage he joined that stage of friends for making “Young guns of India” and later on all their conflicts resolved and they were close friends. Punctuated equilibrium model also applies on him as Bismil; he followed all the stage as he was an active member of Indian freedom movement. Role, role identity, role perception, role expectations were very high in both his roles as he and everyone was completely aware of what he was supposed to do. He as Panday faced a psychological contract as well because he decides to perform well his role of being a politician and for being Bismil. There was no role conflict because he had done everything he was supposed to do e.g. fighting etc. Performance norms, appearance norms apply on him in both his roles whereas social arrangement and allocation of resources norms apply on him as Bismil when he planned out the whole scenario to fight for his country.

Group structure: conformity occurred when he adjusted his behavior to align the norms of a group when he joined that group for making of “Young guns of India”, although he disliked them. He was a part of strong reference group as Bismil as he was a part of Indian freedom movement. He had shown Deviant workplace behavior in both his roles i.e. he was a part of
strikes, protests and killed the defense minister. Moreover he also had a fight with those friends; this thing also shows his deviant behavior. He had cohort composition in both his roles by showing a common attribute to fight for his country as all the other members of group. Cohesiveness was low in start as Panday but later on increased and later on showed his affections for the group members. As Bismil, cohesiveness was high for all group members from start to end. He as Panday and Bismil, showed high cohesiveness and performance norms so overall productivity was high.

Group Tasks: He was not so much involved in decision making as Panday but he is seen facilitating the decision i.e. in one scene he said that he will provide the pistol for killing the minister. He had also shown groupthink as he was a part of group decisions but no group shift is shown by them because they stuck on a decision once they had. As Bismil, he showed group shift when he and Azad both collectively decided to stop Ashfaq to prevent robbery. For group decision making, he is shown to be a part of interacting group as they all took mutual decisions. Brainstorming also occurred when they saw the entire alternatives to select the best one, in both his roles e.g. when they decided to kill defense minister.

3.7 KARAN
Karan has ability to perform their tasks very well in this film. Karan has great intellectual ability because he is younger one but this boy do a great job he killed his father, not because he don’t respect him. He kills him because he thinks his father was a wrong person. he think his friend Ajay martyred by his father negligence he want to bring a change that's why first he killed his father so that no one ask his father was wrong person and he want to change. That’s why he has much intellectual abilities. All of the dimensions of intellectual abilities can be applied on Karan. Applying number aptitude on him shows that he has ability to do speedy and accurate work. Karan has ability to understand. His perceptual speed is high .He knows what will be answer of the question. That’s why his friend asked him to speak on All India radio. Spatial Visualization is high as he knows what will be done in future after killing defense minister. He doesn’t forget the murder of his friend Ajay
so we can see his great memory. Physical Abilities are shown as Karan decides that they must copy the early freedom fighters and resort to violence to achieve justice. As a result, they kill the defense minister to take revenge of Ajay’s death, while Karan murders his father for his corrupt actions.

The minister is reported to have been killed by terrorists and is hailed as a martyr by the media. To bring forth their intentions behind the killings, the five of them attempt to reach the public through a radio station. They forcibly take over the All India Radio station premises after having evacuated its employees. Karan goes on air and reveals the truth about the defense minister and his wrongdoings. While still on the air, the police proclaim that they are dangerous terrorists who have forcefully taken over the AIR, and therefore they are to be shot on sight. His religion also affects his performance. Operant conditioning is seen as Karan and his friends want to tell the true story of defense minister to the world. That’s why they went to all India radio station and told the world the true story, and this thing moved them to death.

Karan gives value to his friend Ajay. Ajay was innocent but Govt. proved him wrong. That thing motivates Karan to prove his friend innocent. They kill defense minister; they think he was on fault. He has Terminal Values of proving his friend innocent. He gave high rating to power distance as he was even against his father’s political style. Firstly he was achievement oriented
person as he wanted to have a successful life (**terminal value** as well) and for this ha wanted to go abroad (**instrumental value** as well) then the Ajay’s death made him to be **nurturing** oriented as he started preferring his friendship relations. His father was politician but he has no good relationship with his father because his father was wrong person. He was a **collectivistic** minded person because after the death of his friend, he with his other friends wanted to prove his friend Ajay innocent. He is seen to have mixed opinions i.e. long and short term oriented. For being **short term oriented** we can exemplify that he did not know what will be the future after killing defense minister. His **long term orientation** can be seen by his interest to settle abroad.

He had low **uncertainty avoidance** as he did not know what will be the future after taking emotional decision like killing the defense minister. He possessed all components of **attitude**. **Cognitive component** in a way that he believed his friend Ajay was innocent. **Affective component** was shown by him as he killed his father to take revenge of his friend’s death. **Behavioral component** was shown by his intentions to kill defense minister. **Cognitive dissonance** and **self perception theory** does not seem to apply on his character because there was not any discrepancy between his thoughts and actions and none of his action shaped his thoughts i.e. he always believed that system will never change. He was 100% **satisfied** when he
killed. Discussing job satisfaction and employee performance we can say he was satisfied and showed good performance as he kept on keeping good relationship with his friends till death.

Karan always did every work with the discussion of their group members. Karan and his friends killed defense minister jointly. All friends are interdependent with each others. Mostly Karan and his friends did their work as informal way. Because all of them were not related to same field. They made group to give justice to his friend Ajay. So we can say heir group was informal. At start Karan and his friend had different characteristic but after the death of his friend they moved to build common characteristic. All of them want to killed defense minister and proved his friend innocent. This thing showed that their group was friendship group. Karan and his friends gave security to each other. They made opposing to fear. Karan and his friends had much affiliation with each other. They made groups to proving Govt. negligence. At the end they achieved their goal. Karan and his friends were in the position of norming stage. There was much close relationship with each other. They were fully supportive at the time of need. They had a lot of expectation on others. They were also on performing stage. They fully understand their friends. They also worked related with punctuated equilibrium model. They have low level of transition stage. They did when they felt that this thing was wrong. All members of Karan’s group played their role very well. At the start they don’t understand their role but after the death of his friend they understand what expectations were attribute to their position. It means they had high role identity. Karan understands their role he thought that his father was involved in Ajay murder so he killed his father. Role exception was high with every group member. Everyone was angry with govt and all have a lot of perception with each other. There was psychological contract with each other. When Karan made aim hat he will kill his father than his friend DJ said that it’s your last decision, think more about this there was no role conflict with each other. All group members have heir norms. After the death of ajay their performance norms were changed. All were willing to killed defense minister. Karan was serious man this thing showed his appearance norms. Group put less pressure on Karan attitude that he killed his father so there was less conformity. Karan and his friends made reference group all were aware of other. There was high social loafing. There was high level group demography. They had shared a lot of attributes. Karan and his group had higher state of
cohorts. All had common aim to prove his friend innocent. There was higher cohesiveness between them. There was high cohesiveness and higher productivity. All had similar feeling towards his friend. They had smaller group they bring together made possible the valid of complex tasks. There was lower group shift. Karan’s group was best interacting group. They used higher nominal group technique in defense minister murder. There was no electronic meeting between Karan’s group members.

3.8 AJAY SINGH RATHOD

Ajay was a Flight Lieutenant in the Indian force. His abilities are strong as he was seen in the force. His intellectual abilities are seen at time when his plane crashed. He went through high mental and cognitive processes as to save so many people by not landing the plane or to save his life by taking the lives of so many people by landing his plane.

He was social. He used to come and spend time with his fiancée’s friends and was a good friend of all of them. He was emotionally attached to his mother and Sonia. He wanted to raise the name of his father who was also a part of the Indian Force. He was cultural as he strongly valued the culture of India. It was seen once when he had discussion with all his friends he asked to look at the positive sides of his country rather than looking at the down sides. He showed great attachment for his country and wanted to serve his nation. As he was the part of
the Indian force he had strong physical abilities. He had stamina, strength and dexterity and all other similar characteristics. He fulfilled all his job requirements by combining all his abilities so he had the ability of Job Fit. Classical Conditioning is seen as his father being a part of Indian force became a stimulus for him to join force.

Ajay got the values and norms through the Indian Forces as he was a Flight Lt. The terminal value of Ajay was to be like his father and for that he used certain instrumental values (he was ambitious, responsible and honest), he worked hard and joined the forces. Ajay had high rating for power distance but he was opinion that we can change the things. This was seen at time the time of dinner at DJ’s place when he accepted that inequality prevails in the country but said we should not run from the country rather we should try to change the things.

He was highly collectivist as he was a part of the Indian forces and worked collectively in a team. He had low uncertainty avoidance and this was shown when he was did not avoid any uncertainties about his death and was determined to save the lives of so many people and died
in the plane crash. This shows that he was short term oriented; he just thought to save the lives of people rather than thinking in terms of having a superb life with Sonia in the long term. This scene also shows that his character was not future oriented too. He was assertive as he was so tough and competent that he gave his life to save the lives of people. He was performance oriented as it was the part of his performance as a Flight Lt. to give lives for others and he gave it. He was humane oriented; he gave value to people and this is again showed that he did not save his life rather saved others life. The cognitive component of attitude was seen in Ajay by his strong positive opinions regarding serving his homeland. His affective component of attitude is seen by his feelings for Sonia and his love for her mother. His behavioral component was made by his father who was also the part of Indian forces and it directed him to join forces and serve like his father. Cognitive dissonance and self perception did not appear to be seen in his character. He was highly satisfied by his Job in the Indian Forces. He was proud to be a Flight Lt. and he showed high job involvement and commitment. He perceived high organizational support that was given to him by the Indian Forces. He was in the voice state and always wanted to improve the conditions of India instead of running from it. Diverse skills were surely present in him as he was a competent Flight Lt. He played his role very well and we, the customers are satisfied with him.

His personality was determined by heredity as his father was a part of Indian forces so he also joined forces by following what his father did. As he was a part of Indian forces he coped well with all situations and environment and behaved rightly. His behavior was seen when he managed the situation of not landing his plane and giving his own life to save the life of others. He was an extrovert person and visited all Sonia’s friends whenever he came on a break from work. He was sensing as he preferred the routine work and was highly practical. He used thinking in solving his problems. He was judging and this was shown how he gave his judgments to his friends not to leave India. He showed less agreeableness on certain facts with Karan like staying in India to bring some changes. As he was in force, his conscientiousness was high. He worked hard to achieve the goals that were given to him. He was emotionally stable. He had openness to experience as he was ready to bring changes in the country. He had good locus of control and believed that it is in a person’s hand to bring changes. He had minimal
Mach as he followed all the rules that were given by the forces. He had high self esteem and loved the position of him being a part of forces and liked how girls like him as he was a Flight Lt. and loved the jackets that he wore. He was self monitoring and managed all situations greatly. He was highly risk taking as he took the risk of his own life to save others. He had a proactive personality and was ready to take actions to bring changes. He was realistic and had good body coordination and physical skills that are highly required in the forces. He was social as shown he had good friendship with DJ, Karan etc and was conventional as he followed all the rules of forces. Emotional dissonance was not seen in him, he showed whatever he felt. Emotional Labor was seen as he showed emotions during work according to his job requirement. He had good emotional intelligence as he as he was self motivated and showed social skills.

Ajay was a part of informal group as they all were friends. Friendship group was strong between Ajay and his other others. Ajay was a pilot he was performing his role very well. The psychological contract was seen between Ajay and Sonia. As Ajay was the part of Air Force so he showed all the norms. His role performance and social arrangement norms were good. Ajay showed group structure demographics as his age was same as of other members. Cohesiveness was seen as he was attached with all his friends.

3.9 DJ’s MOTHER/ MITRO

DJ’s mother had played her character in RDB really well. She had the ability of performing her task of being the mother of DJ. Social characteristics are seen in her as how she welcomed all the friends of DJ and treated all of them like her own children and loved them and showed great care for them. She was cultural. This is shown by her character as the way she spoke, her dressing and hairstyle. She is shown to be highly cultural in the movie. She was emotional for her son DJ as he lived away from her.
She had the **ability of Job Fit** as she fulfilled all her character’s requirements in the movie. **Classical conditioning** is seen to some extent when DJ told her mother that Sue was her daughter-in-law she produced a shocking response.

DJ mother got her **values** from her father in law as she lived with her and respected him a lot. Her dressing and life style showed that she followed the norms and values that she got from her father in law. The **terminal value** for Mitro was that she wanted to see her son successful and for that her **instrumental values** included that she was always cheerful and joyful with her son.
She showed **collectivism** as she was happy to see his son with her friends and was so helpful and loving with all of them. She possessed **uncertainty avoidance** as she wanted her son to avoid uncertainties in his life. This shows that she was **long term and future oriented** for her son. **Cognitive component** was made in her personality by her father in law as she lived with him. The **affective component** was seen by her emotions for her son. Behavioral component is seen how she behaved with her son to make him visit her more often. She was **satisfied by her job** of being mother of DJ and showed **involvement and commitment** in her job. She perceived that she would always find great support from all of the DJ’s friends. She has shown **loyalty** state as she was passively waiting for the conditions in her son’s life to improve. On the whole she has performed her very well making all the customers satisfied by her job.

Her behavior was determined to **situations**. This was seen when all the friends came to see her, she was getting angry with DJ that he does not often comes to see her. She was **extrovert** and was not shy and was treating DJ’s friends as her own kids. She was **sensing** and wanted DJ to have a structured life. She has been shown **judging** as how she judged and said that Aslam was his best son who visited her a lot. She showed **agreeableness** as she was so cooperative with DJ’s friends. She showed **conscientiousness** as she was responsible in all her work. She showed...
less emotional stability for DJ as she was worried for him and get depresses for him. She showed good locus of control as she believed and wanted DJ to make his fate himself. Mach was not shown by her character. She had high self esteem as she liked and enjoyed the way she lived. She was self monitoring as she managed to live without his son. She is not shown in movie taking risks. She had been showed to be social as she had good terms with DJ’s friends and was conventional because she wanted DJ to follow rules and not to violate them. She was investigative for DJ because she wanted to be aware of all the activities what DJ was doing. She showed investigation when DJ told her mother just as a joke that Sue was her daughter in law, her expressions were quite investigative. She showed emotional labor as she made her expressions according to the requirements of situation and time so as to take her soon to a better and responsible life. She showed emotions that she felt. Affective event theory applies that she showed her emotions complaining DJ that he does not visit her. She had great empathy for her son DJ.

DJ’s mother was a part of informal group and friendship group. She joined all these groups for affiliation. She was seen to play her role very well. She had good role identity and her role perception was good too. Mitro was shown to be fulfilling all the norms of the group greatly. Her performance and appearance norms were good. Cohesiveness was seen as she was attached to all the friends of her son.
3.10 Mrs. RATHOD

She has ability to perfume her role well. She has intellectual ability. After the death of her son she and her supporters decide to protest peacefully at India Gate. Police forcefully break up their protest using batons. She is very emotional lady towards her country as well as towards her family. Ajay Singh Rathod in the Indian Air Force, who is Sonia's fiancé, is killed when his plane crashes. He was her son. The government proclaims that the crash was caused by pilot error and closes the investigation.

Knowing that Rathod was an ace pilot, Sonia and her friends and Ajay’s mother do not accept the official explanation. Instead, they claim that he sacrificed his life to save hundreds of other lives that would have been lost had he ejected from the aircraft and left the aircraft to crash into a populous city. In the strike process, Rathod’s mother is severely hurt and she slips into a coma. She was physically strong. She was cultural as seen in a scene when Ajay was about to leave the house after his vacations end. Theories of learning i.e. classical conditioning and operant conditioning also apply on her when she became a part of strike against government, Ajay’s death acted as a stimulus and she voluntarily took part in protest.

Mrs. Rathod had certain values that motivated her attitude. As her husband and son were in forces so she got norms from the forces. Her terminal value was to see her son successful in the Indian Forces and for this her instrumental values and for that she was helpful and loving.
with her son. She had high **rating for power distance** especially after the death of her son when she was sure that her son’s death was due to the corruption in the country. She showed **collectivism** as she worked in the group with Ajay’s friends to avenge his death.

She showed **less uncertainty avoidance** as she was ready to avenge her son’s death without thinking of any future uncertainties. This shows that she was very less **future oriented** and was **short term oriented**. The **cognitive component** of attitude was seen by her opinions about the government for the death of Ajay. The **affective component** of attitude is seen when she was extremely emotional after the death of her son. The **behavioral component** was seen when she participated in strikes to avenge her son’s death. **Cognitive Dissonance** is seen after the death of Ajay regarding the politicians. **Self perception theory** applies when she decided to take revenge of Ajay’s death. She was **highly satisfied by her job** to revenge her son’s death and showed great **involvement and commitment** to it. She went on to neglect state to express her dissatisfaction regarding Ajay’s death. She performed her role greatly.
She was affected by feelings. She burst in to tears when she was informed by sad news of her son’s death. Her personality was affected by situation. She was introverted. She follow rule of house wife and she has much feeling towards her country because her husband also scarifies his life for country. She was much sensitive lady. He has perceiving personality. So her personality type was ISFP. She has high degree of agreeableness because she was good natured lady. She had greater love towards her son and daughter in law. She was nervous depressed and in secure after the death of her son so she has low degree of emotional stability. Her locus of control was external because she believed that what happened to her was due to her luck. Her self-esteem was high but after the death of her son her self-esteem move towards decline and she want to die. She has low level of self-monitoring because she can’t adjust herself in the environment after her son’s death. She was social lady. She had good relationship with friends of her son. When uniform of her son was brought in her house at that time her actual emotions were of grief and sadness. But her face was emotionless. She has higher level of felt emotion. She showed positive (hope and joy) when her was making engagement with Sonia. Her emotions were negative (sadness, grief) when he came to know that her son was sacrifice his life for country. but government didn’t give value to his scarification. There were the negative emotions (grief, sadness) that urged Mrs.Rathod to make decision of strike. Mrs. Rathod worked with her friends of his son after the death of his death. She made informal group. They also worked as task group. After the death of her son they want to prove him innocent. DJ and his group gave security to her mother when they were on strike and police attacked on them. She had affiliation with DJ and his group because they were working to prove her son innocent. They were on the position of norming stage. They had much close relationship with each other. They went to strike when they got news that Ajay death was occurred by Govt. negligence. They also worked with punctuated equilibrium model. They have low transition stage. All members of ajay’s group played their role very well. Al group member had norms. She was in the states of unconscious after the death of her son this thing showed her appearance norms. Group put less pressure on her attitude that’s why she had less conformity. Her group was in the higher state of cohorts. All of them had common aim that they proved Govt. negligence was involved in Ajay death. That’s why they went on strike. There
was higher cohesiveness and this thing brought higher productivity. They used higher nominal group techniques on doing strike.

3.11 RAJNATH SINGHANIA

He has ability to do negative role in this film. He has an intellectual ability; he was supporter of defense minister, that’s why due to Ajay’s death he doesn’t support his son and his friends. He tries his best that his son tells him his friend’s name. He was emotional when his son was weeping. He was also extremely cultural but negatively i.e. he was a corrupt politician. He said he will save Karan (his son) from police by using any means.

Over all this man has physical ability to do anything but in this film he did nothing physically. Biographical characteristics apply to him as he was old man but this person does very well. He was given negative role and this role is done excellently. So we can say age can’t affect on performance. Classical conditioning apply as the corrupt defense minister, who had signed a contract exchanging cheap and illegal MiG-21 aircraft spare parts for a personal favors. The key person, responsible for organizing the deal was Karan’s father, RajnathSinghania.
Mr. Singhania was corrupt politician showing that he possessed negative values i.e. as he wanted to prosper using shortcuts. He wanted to have successful life and famous life (terminal values) and to achieve this he held negative instrumental values. He was politician that’s why he was holder of power distance in a way that he did not listen to the voice of general public and did everything for his own benefits. He was achievement oriented person as he focused more on material things and money than relationships. He was an individualistic minded person because he had been seen as working for his own benefits and not for the welfare of his society and nation. He was long-term oriented as he was looking for his own long term benefits and was deeply involved in corruption and engaged in different shortcuts. He had high uncertainty avoidance as he had each and every step well planned and well decided. He was assertive but for his own self i.e. he was competent and tough but for his own personal benefits. He had all the three components of attitude i.e. cognitive component in a way that he had his own personal believes about politics to have personal benefits, affective component in a way by showing love and care for his son and loyalty for other politicians, behavioral component in a manner that he was intended to escape his son and send him out of the country.

Cognitivedissonance and selfperceptiontheory does not seem to apply on his character because there was not any discrepancy between his thoughts and actions and none of his action shaped his thoughts, he first thinks, then plans and then acts. Talking about different
**types of attitudes** we can clearly say that he was 100% **satisfied** from his job therefore showing high level of **job involvement**, **commitment** and **engagement**. Talking about **expression of job dissatisfaction**, according to his role he was involved in **voice** but in negative way as he was an active and constructive participant involved in destroying the country and people. Discussing **job satisfaction and employee performance** we can say he was satisfied and showed good performance as he kept on eating the nation’s wealth with complete attention i.e. he was completely dishonest politician showing complete involvement in his job.

He was politician. He was living much busy life in politic this thing shows his **personality**. **Heredity** did not effect on his personality. His personality was not much affected by **environment**. His son always showed him that you are wrong but he didn’t care about this. He was living in bad company that’s why that **environment** affects him also. He was **extroverted** I his character. He is very gregarious and is able to assert himself in every **situation**. He was **sensitive** and practical man. When he met with defense minister and discusses the problem of Ajay murder than he said I will handle. This mean he was a fine **thinker**. He was **extroversion**, social able man. He didn’t **trust** on any one. He was **emotionally stable**. He was politician having power that’s why he shows his character calm. He had high **locus of control**. He didn’t reveal luck or chance having any effect on his life although many actions. He was **internally** much strong person. He has high **Machiavellianism**. When people were on strike and he order army to attack on them. He had high level of self esteem. He doesn’t introvert away from people or new situations. He was high in both **self monitoring and risk taking**. He has a **proactive**. He identifies opportunities for himself and is quick to take charge when faced with a problem. He has a **social personality**. His **emotion** affect on his performance. His personal life is another matter however it isn’t possible not to feel **emotional dissonance**. He has low level of **interpersonal conflict**. He had power to do any thin of his want. He had low **deviant workplace** behavior.

He was politician. So he was the member of **group** of political party. He and his party did work as fully organized way so we can say he had **formal group**. He have **security** due o the member of politician. He had higher level of **status**. He had **affiliation** when her son was weeping and he
become emotional and said he will save him. He was the part of Govt. so he had enough
power. They also worked related with punctuated equilibrium model. They have high level of
transition stage. He played negative role he didn’t do his job according to his position. His
thoughts and behaviors was no equal o his role. He had no role identity. He was politician so he
fully know what will he did if any situation so his role perception was high. There was
psychological contract between defense minister and Rajnathsinghania. He had norms. After
the death of Ajay their performance norms were changed. He was busy man this thing showed
his appearance norms. Group put high pressure onSinghania attitude. When people were on
strike than defense minister forced him to solved that problem. So there was High conformity.
He was the part of political party this party show that he had reference groups. His actions
were highly negative hats why he had high deviant workplace behavior. He had high social
loafing. He had low level group demography. He had lower state of cohorts. His group had low
cohesiveness and lower productivity. There was lower group shift. He had best interacting
group. They used higher nominal group technique on attacking people which were on strike.

4. CONCLUSION

By implementing different OB variables on the characters, it is concluded that there exists
practical implementation of Organizational Behavior course. By practically doing it, better
understanding of course and its contents is developed and it is clearly seen that variables
studied or analyzed can be practically implemented by applying them in real state of affairs in
the organizations. Moreover, there also exists the linkage between many variables.