


Organisational Behaviour

Introduction :

- Organizational Behavior is field of study that investigates the impact that individuals, groups and structure have on behavior within organization.
- It is the study and application of knowledge about how people act within organizations.
- It is a human tool for human benefit.
- It applies broadly to the behavior of people in all types of organizations, such as business, government, schools and services organizations.
- It covers 3 determinants of behavior in organizations:
Individuals, Groups, And Structure.

- 
- OB is an applied field. It applies the knowledge gained about individuals, and the effect of structure on behavior, in order to make organizations work more effectively.
 - OB covers the core topics of motivation, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress.

- The field of the organizational behaviour does not depend upon deductions based on gut feelings but attempts to gather information regarding an issue in a scientific manner under controlled conditions.
- It uses information and interprets the findings so that the behaviour of an individual and group can be canalized as desired.
- Large number of psychologists, social scientists and academicians have carried out research on various issues related to organization behaviour.
- Employee performance and job satisfaction are determinants of accomplishment of individual and organizational goals

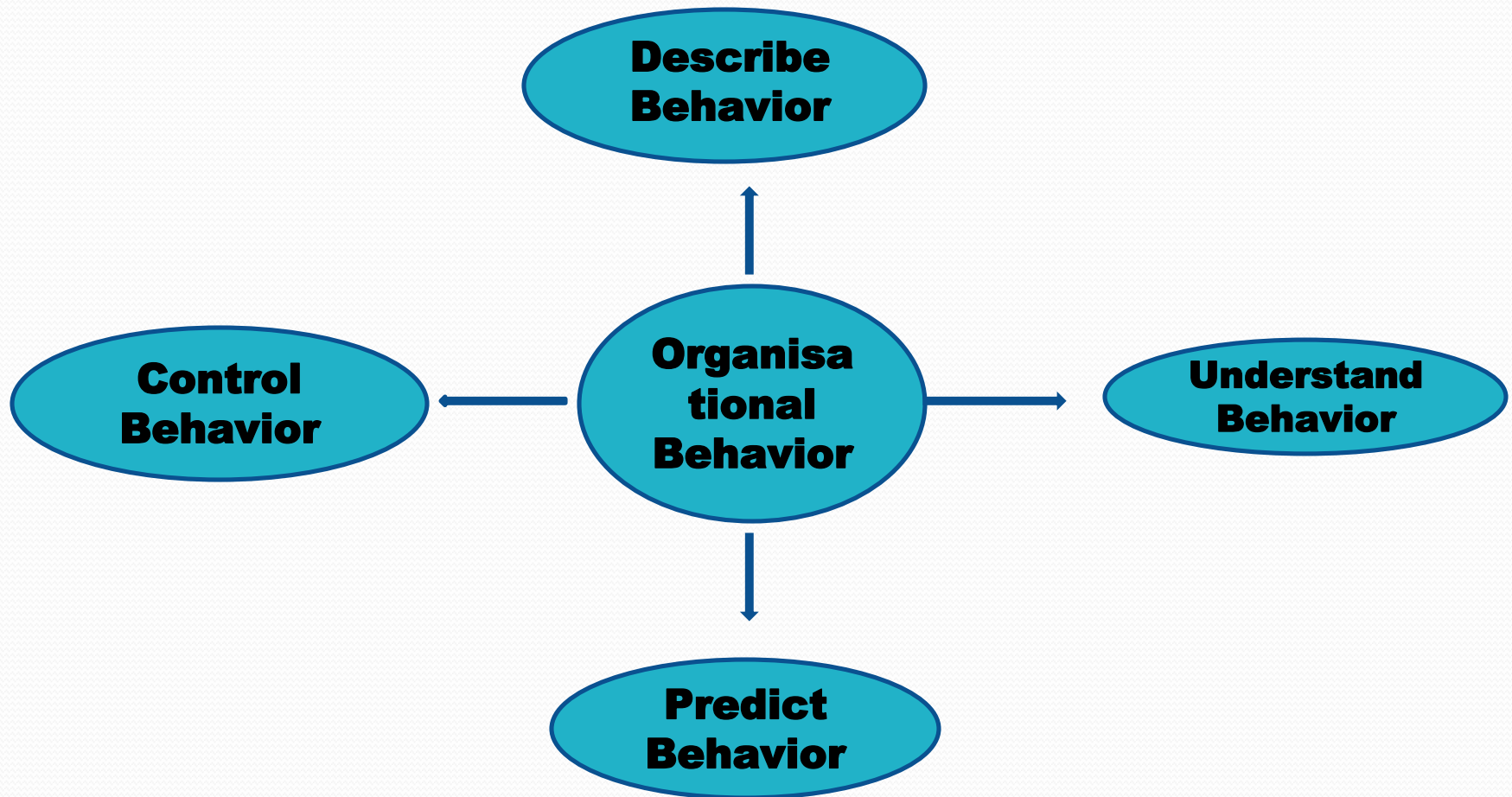
Definitions

- John Newstrom & Keith Davis :
“ The study & application of knowledge about how people – as individuals & as groups- act within organizations.”
- Stephen Robbins :
“ A field of study that investigates the impact that individuals, groups, & structure have on behavior within organizations for the purpose of applying such knowledge towards, improving an organization’s effectiveness.”

Organisational Behavior Levels

1. Individual Level
2. Interpersonal Level
3. Group Level
4. Intergroup Level
5. Organisational Level
6. Interorganisational Level

Goals / Objectives / Need - Organizational Behavior



Describe :

- The first goal of OB is to provide a systematic and accurate description of human behaviour.
- It aims at describing individual behaviour under a variety of situations.
- At this stage, OB is concerned with **HOW** individuals behave and it is a necessary step before we understand the causes of behaviour.
- Once this goal is achieved it is easier for managers to communicate about human behaviour.

Understand:

- Once a complete description of human behaviour is achieved. OB moves on to the next goal i.e. Explaining the behaviour.
- An inquisitive manager is not satisfied by merely describing the behaviour of an employee. He is curious to **know the reasons** for the behaviour.
- At this stage OB is concerned with the WHY of behaviour.
- For ex : if an employee's work behaviour is described as low productivity, then at this stage OB investigates the causes underlying the low productivity, like poor training, lack of motivation etc.

Predict:

- Predicting future behaviour of employees or groups is an important goal of OB.
- Managers should have the capacity to predict behaviour of individuals and groups within an organisation.
- For instance managers may predict which employees might be committed and productive and which one might be not.
- This would enable the manager to take preventive measures/actions.

Control

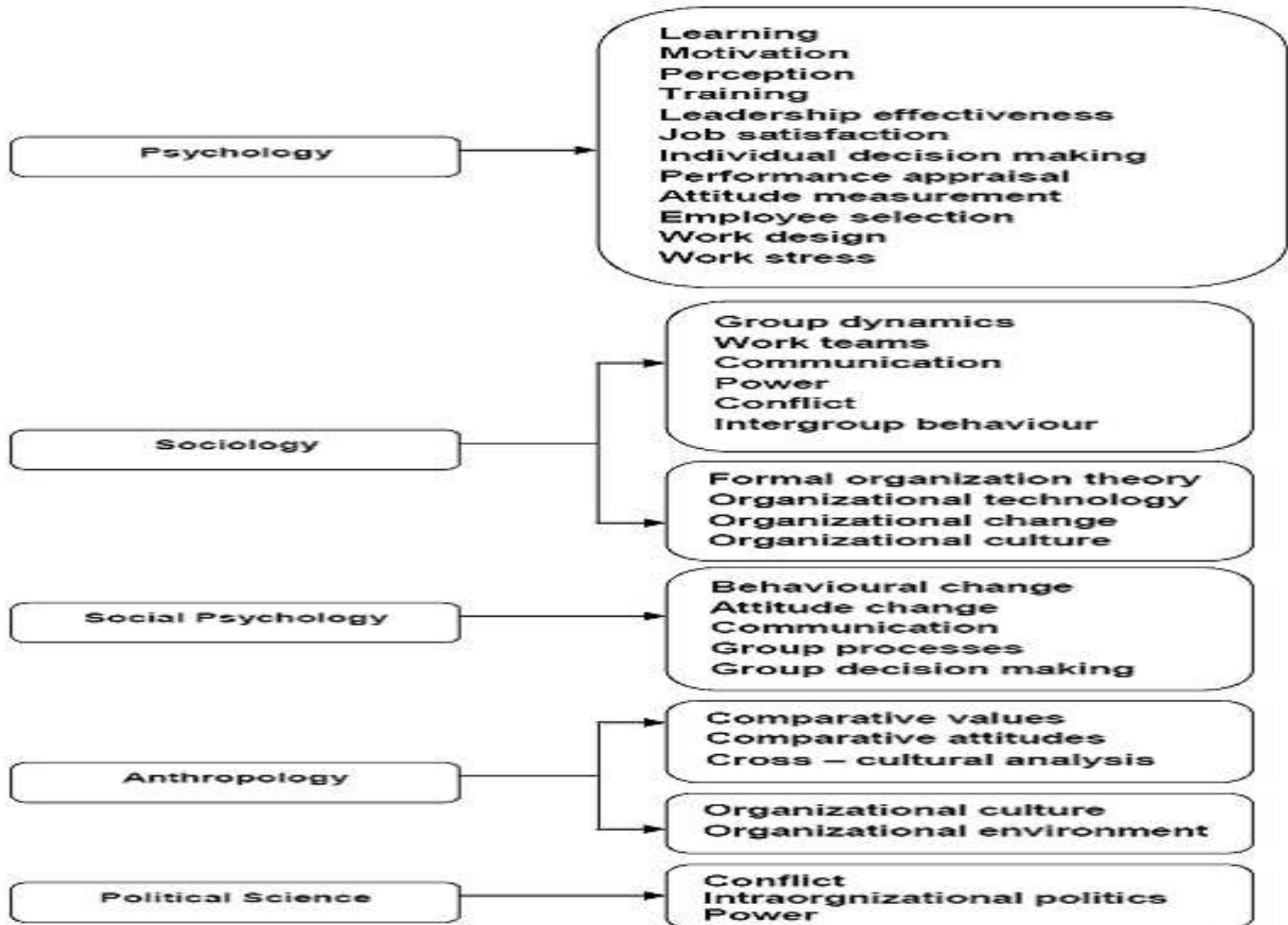
- The final goal of OB is to control and change the behaviour of employees, so that both the individuals as well as the organisation benefits.
- Here managers are concerned with **HOW TO CHANGE** behaviour.
- For example , if the employees productivity is low due to poor training then the manager would implement suitable training programs to increase productivity


Conclusion

- Managers need to remember that OB is a human tool for human benefit.
- In every organisation, there is a need to describe, understand, predict and better manage human behaviour.

Behavioral Science


Contribution



- 
- OB is an Applied Behavioural Science.
 - It has been built with contributions from several other fields.
 - The other major sciences that have contributed to organisational behavior are psychology, social psychology, sociology and anthropology.

Psychology

- Psychology is a behavioral discipline that seeks to measure, explain and sometimes modify the behaviour of humans and animals.
- The contributors to the study of OB are learning theorists, personality theorists, counseling psychologists as well as industrial and organisation psychologist.
- Early organisational psychologist concerned themselves with the problems of fatigue and other factors relevant to working conditions that could affect the efficient working of the organisation.

- 
- Modern organisational psychologists are concerned with the work related factors such as learning, perception, job satisfaction, performance appraisal, attitude, job stress, work design etc.
 - The contributions of organisational psychologists have helped to overcome various problems or to deal with those factors that affect work performance in organisations.

Sociology

- It is a behavioral discipline that studies people in relation to the fellow human beings.
- While psychologists focus their attention on individual behaviour, sociologist study the social system in which individuals perform their roles.
- Sociologists have contributed to OB thru their study of group behaviour in organisations.
- Some of the areas within OB that have received valuable inputs from sociologist are group dynamics, design of work teams, organisational culture, organisational technology, communication, power, conflicts etc.

Social Psychology

- It is a behavioral discipline that combines the concept of both psychology and sociology, it focuses on the influence of individuals on one another.
- One of the major areas receiving considerable investigation from social psychologists has been Change i.e. how to implement the change and how to reduce barriers to its acceptance.
- The modern social psychologists are making significant contributions in the areas of measuring, understanding and changing attitude , communication pattern, building trust, the ways in which group activities can satisfy individual needs and group decision making processes.

Anthropology

- It is the study of societies to learn about human beings and their activities.
- Anthropologists work on cultures and environments that help to understand the differences in fundamental values attitudes and behaviour b/w people in different countries and different organisations.
- The contributions of anthropologist have helped us o understand the intricacies of organisational culture, organisational environments and difference b/w national cultures.

Political Science

- It studies the behaviour of individuals and groups within a political environment.
- The political scientists have contributed to the understanding of behaviour in organisations in areas such as structuring of conflict, allocation of power and how people use power tactics for achievement of individual and organisational goals.

Fundamental Concepts of OB.

- I. The nature of People.
- II. The nature of Organizations.

I. The nature of People

1. Individual Differences.
2. Perception.
3. A Whole Person.
4. Desire for Involvement.
5. Value of the person (Human Dignity).

II. The nature of Organizations

1. Social systems.
2. Mutual Interests.
3. Ethics.

MODELS OF OB

- Models are the **techniques which help us to understand complex things and ideas in a clear manner.**
- Models are **frameworks or possible explanations** why do people behave as they do at work.
- There are so many models as many are organizations.
- All the models of organizational behaviour are broadly classified into four types:
 1. Autocratic Model
 2. Custodial Model
 3. Supportive Model
 4. Collegial Model

Autocratic Model

- In the autocratic model, managerial orientation is towards power. Managers see authority as the only means to get the things done, and employees are expected to follow orders.
- The use of **Power** by the managers is at the heart of this model.
- The result is high dependence on boss.
- The management decides what is the best action for the employees. The employees are paid minimum wages and they in turn give minimum performance.
- Here the human beings are taken inherently distasteful to work and try to avoid responsibility.

- A very strict and close supervision is required to obtain desirable performance from them.
- In this system (**exploitative authoritative**) motivation depends on physical security and some use of desire for start and better performance is ensured through fear, threats, punishment, and occasional rewards; communications is mostly one-way, that is downward: there is little interaction between managers and employees.


Custodial Model

- This model is a little improvement over the autocratic model.
- This model is concerned with improving the satisfaction of the employees and reducing the negative feelings generated by the autocratic model.
- It focuses on satisfying the lower order needs of the employees.
- The emphasis is on improving the physical working conditions of the employees and satisfying their security needs.

- The employees are provided with welfare benefits like health care, insurance etc.
- This model increases the employees dependence on the organisation and reduces dependence on bosses.
- The organizations **Economic Resources** is the heart of this model.
- This model increases the overall satisfaction and contentment of the employees but does not have an impact on the productivity of the employees.
- The drawback here is although the employees are provided greater benefits, but it is the managers who decides the benefits.


Supportive Model

- The supportive model organizational behaviour depends on managerial leadership rather than on the use of power or money.
- The aim of managers is to support employees in their achievement of results.
- The focus is primarily on participation and involvement of employees in managerial decision-making process.
- **Leadership** is at the heart of this model.
- Various organizational processes-communication, leadership, decision-making, interaction, control, and influence-are such that, these help employees to fulfill their higher order needs such as esteem and self-actualization.

- 
- Supportive model is best suited in the conditions when employees are self-motivated.
 - Manager's role is to help employees to achieve their work rather than supervising them closely.

Collegial Model

- Collegial model is an extension of supportive model.
- The term collegial refers to a body of people having common purpose.
- This model focuses on teamwork for the realisation of organizational goals. Authority and responsibility is shared at all levels in the organisation.
- Employees are looked as partners in the accomplishment of organisational goals.
- Partnership is at the heart of this model.

- 
- Employees need little direction and control from management.
 - This model is suitable for organisations that have employees with high level of maturity and are driven by the need of self actualisation.



Challenges For Organisational Behaviour

- Read



Check your Knowledge



1. _____ model is founded on leadership.

A) Custodial

B) Supportive

C) Collegial

D) Autocratic



2. _____ is concerned with the study of what people do in an organization.

A) Psychology

B) Sociology

C) Organisational Behavior

D) Human Resource Management



3. _____ is the study of societies and culture to learn about human beings and their activities.

A) Psychology

B) Sociology

C) Social Psychology

D) Anthropology



4. _____ provides a subordinate goal that combines the efforts of individuals and groups.

A) Trust

B) Ethics

C) Mutual Interest

D) Belief



5. The use of power by the managers is at the heart of _____ model.

A) Custodial

B) Supportive

C) Collegial

D) Autocratic



6. The organizations economic resources are at the heart of _____ model.

A) Custodial

B) Supportive

C) Autocratic

D) Collegial



7. The _____ model is driven by the assumptions of Theory X

A) Custodial

B) Supportive

C) Autocratic

D) Collegial



8. Partnership is at the heart of _____ model.

- A) Custodial
- B) Supportive
- C) Autocratic
- D) Collegial



9. _____ is the passing of responsibility and authority from managers to employees.

A) Motivation

B) Empowerment

C) Autonomy

D) Leadership



10. _____ model emphasizes on improving the physical working conditions of the employees and satisfying their securities.

A) Custodial


B) Supportive

C) Autocratic

D) Collegial

Answers

- 1. Supportive**
- 2. Organisational Behavior**
- 3. Anthropology**
- 4. Mutual Interest**
- 5. Autocratic**
- 6. Custodial**
- 7. Autocratic**
- 8. Collegial**
- 9. Empowerment**
- 10. Custodial**



Thank you