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## **FOCUS AND PURPOSE - ORGANISATIONAL BEHAVIOUR**

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## 1.1 Definition

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- Organizational behavior (OB) is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work.
- “A field of study that investigates the impact of individuals, groups and structures on behaviour within organisations for the purpose of applying such knowledge towards improving an Organisation’s effectiveness.” - Stephen P Robbins
- “Organizational behavior can be defined as the understanding; prediction and management of the human behavior affect the performance of the organizations.” – Luthans
- “The study and application of knowledge how people act or behave within organization. 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, school and service organizations.” - Davis and Newstrom
- Organizational behaviour is defined as the behaviour of human beings in their workplace or only in a corporate setting. It studies the impact that an individual has on behaviour within the organization and how groups work together so that the knowledge can help in explaining and predicting behaviour to improve workplace performances and effectiveness.

## 1.2 Need and Importance of OB

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There is a strong need to study organizational behaviour for the following reasons:

- To understand the reason why people behave in a certain way
- To understand why one team is more effective than the other
- To understand why one individual is competent whereas others are not
- To understand the process through which utilization of resources is possible
- To understand the basis of motivation and what a manager should do to motivate the employees
- To understand the various ways for developing inter-personal relations in an organization

The importance of organizational behaviour is:

- Organizational behaviour helps to build a better relationship in an organization by achieving social, corporate and people’s objectives
- Organizational behaviour fosters goodwill of the organization
- Organizational behaviour helps to create sustainable competitive advantages by covering people into valuable resources through various practices
- Organizational behaviour helps in better coordination within the organization
- Organizational behaviour includes behaviour, change management, training and development, teams and leadership etc
- Organizational behaviour is significant as it helps to achieve objectives at a fast pace

- Organizational behaviour facilitates motivation
- Organizational behaviour improves relations in an organization
- Organizational behaviour helps in optimal utilization of resources.
- Organizational behaviour results in higher levels of efficiency
- Organizational behaviour is multidisciplinary as it applies different types of theories, methods and techniques to evaluate the performances.

### 1.3 Nature of OB

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Organizational behaviour has emerged as a separate field of study. The nature it has acquired is identified as follows :

- A Separate Field of Study and not a Discipline Only:
  - By definition, a discipline is an accepted science that is based on a theoretical foundation. But, O.B. has a multi-interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.
- An Interdisciplinary Approach:
  - Organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analysing organizational behaviour.
- An Applied Science:
  - The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while the former concentrates of fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.
- A Normative Science:
  - Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accepted organizational goals. Thus, O.B. deals with what is accepted by individuals and society engaged in an organization. Yes, it is not that O.B. is not normative at all. In fact, O.B. is normative as well that is well underscored by the proliferation of management theories.
- A Humanistic and Optimistic Approach:
  - Organizational Behaviour applies humanistic approach towards people working in the organization. It, deals with the thinking and feeling of human beings. O.B. is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualize these potentials if they are given proper conditions and environment. Environment affects performance or workers working in an organization.
- A Total System Approach:
  - The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioural scientists to analyse human behaviour in view of his/her socio-psychological framework. Man's socio-psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

The three internal organizational elements viz., people, technology and structure and the fourth element, i.e., external social systems may be taken as the scope of O.B.:

- People:
  - The people constitute the internal social system of the organization. They consist of individuals and groups. Groups may be large or small, formal or informal, official or

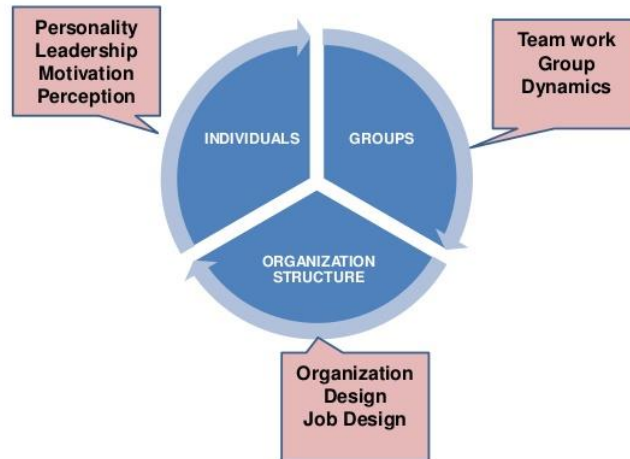
unofficial. They are dynamic. They form, change and disband. Human organization changes everyday. Today, it is not the same as it was yesterday. It may change further in the coming days. People are living, thinking and feeling being who created the organization and try to achieve the objectives and goals. Thus, organizations exist to serve the people and not the people exist to serve the organization.

- Structure:
  - o Structure defines the sole relationship of people in an organization. Different people in an organization are given different roles and they have certain relationship with others. It leads to division of labour so that people can perform their duties or work to accomplish the organizational goal. Thus, everybody cannot be an accountant or a clerk. Work is complex and different duties are to be performed by different people. Some may be accountant, others may be managers, clerks, peons or workers. All are so related to each other to accomplish the goal in a co-ordinated manner. Thus, structure relates to power and duties. One has the authority and others have a duty to obey him.
- Technology:
  - o Technology imparts the physical and economic conditions within which people work. With their bare hands people can do nothing so they are given assistance of buildings, machines, tools, processes and resources. The nature of technology depends very much on the nature of the organization and influences the work or working conditions. Thus, technology brings effectiveness and at the same restricts people in various ways.
- Social System:
  - o Social system provides external environment which the organization operates. A single organization cannot exist also. It is a part of the whole. One organization cannot give everything and therefore, there are many other organizations. All these organizations influence each other. It influences the attitudes of people, their working conditions and above all provides competition for resources and power.

In a very broad sense, the scope of OB is the extent to which it can govern or influence the operations of an organization. The scope of OB integrates 3 concepts respectively –

- Individual Behavior:
  - o It is the study of individual's personality, learning, attitudes, motivation, and job satisfaction. In this study, we interact with others in order to study about them and make our perception about them.  
**Example** – The personal interview round is conducted to interact with candidates to check their skills, apart from those mentioned in the resume.
- Inter-individual Behavior:
  - o It is the study conducted through communication between the employees among themselves as well as their subordinates, understanding people's leadership qualities, group dynamics, group conflicts, power and politics.  
**Example** – A meeting to decide list of new board members.
- Group Behavior:
  - o Group behavior studies the formation of organization, structure of organization and effectiveness of organization. The group efforts made towards the achievement of organization's goal is group behavior. In short, it is the way how a group behaves.  
**Example** – Strike, rally etc.

## Scope of Organizational Behaviour



### 1.4 Conceptual Framework of OB

- Cognitive Framework:
  - Cognitive approach emphasizes the positive and freewill aspects of human behavior and uses concepts such as expectancy, demand, and intention. Cognition can be simply defined as the act of knowing an item of information. In cognitive framework, cognitions precede behavior and constitute input into the person's thinking, perception, problem solving, and information processing.
  - The work of Edward Tolman can be used to represent the cognitive theoretical approach. According to Tolman, learning consists of the expectancy that a particular event will lead to a particular consequence. This cognitive concept of expectancy implies that organism is thinking about, or is conscious or aware of the goal and result of a behavior exhibited by it. It means that a person desires a goal and also knows the behavior that will lead to achievement of the goals.
  - In the subject of organizational behavior, cognitive approach dominates the units of analysis such as perception, personality and attitudes, motivation, behavioral decision making and goal setting.
- Behavioristic Framework:
  - Pioneer behaviorists Ivan Pavlov and Jon B. Watson stressed the importance of studying observable behaviors instead of the elusive mind. They advocated that behavior could be best understood in terms of stimulus and response (S-R). They examined the impact of stimulus and felt that learning occurred when the S-R connection was made. Modern behaviorism, that marks its beginning with B.F. Skinner, advocates that behavior in response to a stimulus is contingent on environmental consequences. Thus, it is important to note that behavioristic approach is based on observable behavior and environmental variables (which are also observable).
- Social Cognitive Framework:
  - Social learning theory takes the position that behavior can best be explained in terms of a continuous reciprocal interaction among cognitive, behavioral, and environmental determinants. The person and the environmental situation do not function as independent units but, in conjunction with behavior itself, reciprocally interact to determine behavior. It means that cognitive variables and environmental variables are relevant, but the experiences generated by previous behavior also partly determine what

a person becomes and can do, which, in turn, affects subsequently behavior. A person's cognition or understanding changes according to the experience of consequences of past behavior.

## 1.5 Conceptual Framework of OB

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Organizational behavior reflects the behavior of the people and management all together, it is considered as field study not just a discipline. A discipline is an accepted science that is based upon theoretical foundation, whereas OB is an inter-disciplinary approach where knowledge from different disciplines like psychology, sociology, anthropology, etc. are included. It is used to solve organizational problems, especially those related to human beings.

There are four different types of models in OB. We will throw some light on each of these four models.

- Autocratic Model:
  - The root level of this model is power with a managerial orientation of authority. The employees in this model are oriented towards obedience and discipline. They are dependent on their boss. The employee requirement that is met is subsistence. The performance result is less.
  - The major drawbacks of this model are people are easily frustrated, insecurity, dependency on the superiors, minimum performance because of minimum wage.
- Custodial Model:
  - The root level of this model is economic resources with a managerial orientation of money. The employees in this model are oriented towards security and benefits provided to them. They are dependent on the organization. The employee requirement that is met is security.
  - This model is adapted by firms having high resources as the name suggest. It is dependent on economic resources. This approach directs to depend on firm rather than on manager or boss. They give passive cooperation as they are satisfied but not strongly encouraged.
- Supportive Model:
  - The root level of this model is leadership with a managerial orientation of support. The employees in this model are oriented towards their job performance and participation. The employee requirement that is met is status and recognition. The performance result is awakened drives.
  - This model is dependent on leadership strive. It gives a climate to help employees grow and accomplish the job in the interest of the organization. Management job is to assist the employee's job performance. Employees feel a sense of participation.
- Collegial Model:
  - The root level of this model is partnership with a managerial orientation of teamwork. The employees in this model are oriented towards responsible behavior and self-discipline. The employee requirement that is met is self-actualization. The performance result is moderate zeal.

- This is an extension of supportive model. The team work approach is adapted for this model. Self-discipline is maintained. Workers feel an obligation to uphold quality standard for the better image of the company. A sense of “accept” and “respect” is seen.

	<b>Autocratic</b>	<b>Custodial</b>	<b>Supportive</b>	<b>Collegial</b>
<b>Basis of Model</b>	Power	Economic sources	Leadership	Partnership
<b>Managerial orientation</b>	Authority	Money	Support	Teamwork
<b>Employee orientation</b>	Obedience	Security and benefits	Job performance	Responsible behaviour
<b>Employee Psychological result</b>	Dependence on boss	Dependence on organization	Participation	Self-discipline
<b>Employee needs met</b>	Subsistence	Security	Status and recognition	Self-actualization
<b>Performance result</b>	Minimum	Passive co-operation	Awakened drives	Moderate enthusiasm

## 1.6 Reference

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