



ORGANIZATION BEHAVIOUR

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OVERVIEW OF ORGANIZATIONAL BEHAVIOUR

- It is the multidisciplinary field that seeks knowledge of behaviour in organizational settings by objective based on studying individual, group and organizational processes.
- The role and field of organization behaviour is not only concerned with a particular organization. The concepts and approaches of organization behaviour are also more concerned with the society.
- According to L.M. Prasad, "Organisational behaviour can be defined as the study and application of knowledge about human behaviour related to other elements of an organization such as structure, technology and social systems."

- The study of Organizational Behavior(OB)is very interesting and challenging too. Itis related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. The study of organizational behavior relates to the expected behavior of an individual in the organization.
- No two individuals are likely to behave in the same manner in a particular work situation. It is the predictability of a manager about the expected behavior of an individual. There are no absolutes in human behavior. It is the human factor that is contributory to the productivity hence the study of human behavior is important. Great importance therefore must be attached to the study



DEFINITIONS OF ORGANIZATIONAL BEHAVIOUR

- In words of K Aswathappa, “OB is the study of human behaviour in organizational setting, of the interface between human behaviour and organization and of the organization itself.”
- In words of Stephen P. Robbins, “OB is a field of study that investigates the impact that individuals, groups and structures have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization’s effectiveness.”
- According to L. M. Prasad, “Organizational behaviour can be defined as the study and behaviour related to other elements of an application of knowledge about human organization such as structure, technology and social systems.”
- According to Davis and Newstrom, “Organizational behaviour is the study and application of knowledge about how people act within organizations.”

Characteristics of organizational behaviour are discussed as follows:

1. Organisational behaviour is a rational thinking, not an emotional feeling about people. The major goals of organisational behaviour are to explain and predict human behavioural in organisations. It is action-oriented and goal-directed.
2. Organisational behaviour also seek to balanced human and technical values at work. It seeks to achieve productivity by building and maintaining employee's dignity, growth and satisfaction, rather than at the expense of these values.
3. Organisational behaviour integrates behavioural sciences. Many of its core concepts are borrowed from others fields and discipline like social psychology, sociology, and anthropology, etc.
4. Organisational behaviour is both a science and an art, the knowledge about human behaviour in organisations leans towards being science. Modern organizational behaviour is, at once, empirical, interpretative, and critical. It is an interpretative science in the pursuit of knowledge and meaning

5. Organizational behaviour exists at multiple like levels. Behaviour occurs at the individual, the group, and the organizational systems levels. Behaviour that is attributable to each of these levels can be both identified and isolated but at the same time these three levels interact with each other and OB-being affected by the behaviour of individuals, group level behaviour is affected by the organizational level phenomena and so on.

6. Organizational behaviour does not exist in vacuum. Organizations are made up of both social and technical components and therefore characterized as social-technical systems. The operational implication of this is that any approach of looking at behaviour must also take into account the technical component of organization especially such issues as the nature of work and the technology. Organizations at the same time, must take into account the constructs of the working environment, for example, the extent to which the market and the product is changing.

Key elements of organizational behaviour are stated here:

1. People: People makes the interactive and behavioural platform in any organization and people consists in the form of individuals and group. The role and behaviour of people identifies, recognize and develop the interactive relations towards behavioural attitudes in society.
2. Structure: The formal relationship of people makes the structural design in organization. The managerial and organizational levels are decorated by specific job as well as level to be incurred in structural design. The rights and responsibilities are also being determined in a particular group or structure.
3. Technology: The technology represents all the resources with which people work and affects the task that they perform. The role and utilization of technology has a significant influence on the performance of people and thereby to achieve perfections in the betterment of interactive behaviour

4. Interactive Behaviour: In any organization, the interactive relations and behaviour between individual and groups as well as the relations by formal and informal ways also have an important role to make perspectives in organizational behaviour. The mutual behaviour among people may be developed by the identification, existence and interactive role in any organization and society.

5. Environment: All organizations operates within internal and external environment. The existence, structural design, work performance, mutual relations and behavioural patterns are duly influenced by the internal and external environmental factors.



SIGNIFICANCE OF ORGANIZATIONAL BEHAVIOUR

1. It helps in understanding the people and organization in a better manner: An organization is run by people. The vision and mission of the organization is written by people and fulfilled by people too. If, to a certain extent we understand the reasons for people to behave what they behave; it becomes easier to predict them. Each employee's style of working is as per their individual goals which if understood well can be aligned to the organization's goals

2. It is helpful in motivating employees: Man, being a social animal constantly looks for acknowledgement and appreciation. According to Maslow's theory man has incremental needs throughout his life starting from Physiological, Safety, Belongingness, Esteem

and Self-actualization needs. The fulfilment of physiological needs at the bottom of the pyramid; will lead to man realizing the next level of his needs. Understanding these needs and helping the employees fulfill those will keep them motivated and engaged. Behavioural studies also help to identify different motivators of people and thus use these to constantly positively push the employees to do well in their jobs

3. It helps in predicting and controlling the behaviour of people in organization: If employee behaviour is not monitored and standards of behaviour are not set; then people would start behaving in the way they want. This will lead to a chaos and no one would cooperate with each other. It is necessary to study behaviour patterns for all variables and personality types. Prediction of behaviour in various situations will help in controlling behaviour and keeping a check on undesirable instances of behaviour. Various intervention strategies like training, counselling etc. are used by the HR function to identify and correct behaviour in the organization.

4. Its Study and application help to derive strategic advantages:

Proper utilization and engagement of human resource lead to advantages like high quality output, increase in effectiveness of the employees, superior customer service, increased creativity and innovativeness etc. Behaviour of people can be moulded desirably if people are given a chance to express themselves. The more a person expresses the more open they are towards accepting new ideas and changes occurring in the organization

5. Better utilization of human resource:

The more that manager learns about organizational behaviour; the more they will learn to motivate people and help them perform. Understanding organizational behaviour will lead to people empathizing with employees and reaching out to help them perform better over time. Managers who are able to understand and analyze behaviours are effective in recruitment and job placement because they place people on tasks after taking all personality characteristics along with academics in consideration to match the person with the Job.

EVOLUTION OF ORGANIZATIONAL BEHAVIOUR

- Evolution of Organizational Behaviour dates back to the 1800s with the start of the Industrial Revolution. Industrial revolution brought with it progress and potential improvement. It also brought rise of materialism, monotony, discipline, work interdependence and behavioural changes in people.
- In the year 1900; for the first time; a Welsh factory owner by the name of Robert Owen recognized the human needs of employees. He went on to be known as the “Father of Personnel Management” because he introduced concepts like hygiene, cleanliness and improvement in work conditions at his factory. He also propagated the idea of not employing child labor and his contribution to employee welfare set a foundation for modern studies on Organizational Behaviour

- Andrew Ure in his 1835 book - The Philosophy of the Manufacturer; proliferated that employee welfare was an equally critical part of manufacturing along with engineering and finances. He was the first person to provide tea free of cost to employees along with giving them sick pays and medical treatments.
- Following closely was Mary Parker Follett who was an American social worker and a management consultant. Her area of work was group relations and dynamics of group. Her studies on group behaviour became the stepping stone for introduction of the concept of group responsibilities in organizations.
- “Father of Scientific Management” F. W. Taylor, became a pioneer in scientific management through his ideas on selecting right people for right job, providing relevant trainings, matching their skills to the job they were placed in and also advocated good pays for the employees. He introduced the use of time and motion study to break down jobs in manageable chunks and then help the worker to carry out these tasks in chunks. This work was published as “Principles of Scientific Management” in 1911. The criticism to this work was that these principles made employees more of automatons who only followed instructions and that they needed to be treated as humans.

- This gave rise to the Human Relations Movement during the period of Great Depression and even Hawthorne studies contributed to the rise of this movement. It advocated employee morale and co-operation. Elton Mayo; professor of Industrial Research at the Harvard School of Business Administration; carried out the famous
- Hawthorne studies: These studies were conducted at the Western Electric Company's Hawthorne Works in Chicago and made him known as the "Father of Human Relations Movement".



Four experiments were conducted under these studies which were as follows —

a. Illumination Experiments (1924 - 27): These experiments aimed at finding out the effect of illumination, i.e., proper lighting on the productivity and efficiency of the employees. In this experiment the lights were increased and decreased; the results of which surprised the researchers. The results led them to conclude that the productivity increased in spite of changes in lighting meaning that there were other factors for change in efficiency too.

b. Assembly Test Room Study (1927 - 1929): In this study two small groups of workers were placed in different rooms and their work hours, lunch breaks and rest periods were changed periodically. They were also given freedom to choose their break periods. The productivity was found to be increased and it was concluded that the social interaction and relationship between these workers and their collective efforts in decision making had increased the productivity

c. Mass Interviewing Program (1928 - 1930): Interviews of over 21,000 employees focusing on interpersonal relations were conducted. The initial standard responses led to failure of the task but indirect questions later on yielded results. The conclusion of the study was that if workers were allowed freedom to express their feelings; they would be more connected to fellow workers

d. Bank Wiring Observation Room Experiment (1932): For a period of 6 months; 14 male workers were put into a group and observed for six months. Under this experiment; it was decided that the worker's pay would depend on the group output. The thought behind this idea was that the highly efficient workers will put pressure on the low efficient ones to perform better. But the results showed that the group decided its own output levels and followed them. Social pressure was not for achieving organizational goals but to achieve group goals.



- These Hawthorne studies were the start of evolution of the Human Relations approach. The 1960 book “The Human Side of Enterprise” written by Douglas McGregor became a foundation for modern employees to understand behaviour of employees at work.
- McGregor propagated the Theory X initially which was a pessimistic view to employee motivation and the theory Y which was an optimistic approach to view employee motivation. Mnemonically X and Y show 2 employees; X being the one with crossed hands refusing to work and Y being the one with hands in the air and happy for the opportunity to work.
- Theory X states that an average employee dislikes work and finds ways to avoid work responsibilities. The theory X managers believe that their employees are lazy and less smart than them and should be rewarded or reprimanded as consequences of their actions. His theory advocates the hard and soft approach to management. The said approach results into a hostile and less cooperative environment with employees becoming resentful towards

management due to the reprimanding activities. The soft approach leads to leniency in work and lesser regulations which result in a better cooperation from employees. Although the softer approach may lead to a decreased output; the hard approach might also decrease productivity due to absenteeism caused by deterioration of work environment.

- A contrast to the Theory X is Theory Y which assumes that an employee is intrinsically motivated, enjoys his work and a direct reward is not necessary for them. This theory treats employees as a valuable part of the organization and relates with employees on a personal level. Although use of this theory would advocate a democratic work environment; lack of standardized rules leads to detriment of quality standards and disregard for company guidelines at time. Individuals like Peter Drucker and Peter Senge took these theories further into practice and evolved Organizational Behaviour studies into academic research and practices applicable to modern businesses. Terms like Organizational culture, organizational rituals, leadership and ethics all have today become an integral part of the organization thanks to all these historical contributors.



Thank You

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