

Understanding Behaviour in Organisations

Course: Organisational Behaviour

Topic: Individual and Group Behaviour



Introduction to Organisational Behaviour

Organisational Behaviour (OB) is the systematic study of how people act, interact, and perform within organisational settings. It focuses on understanding, predicting, and positively influencing human behaviour at work.

OB examines critical topics such as motivation, communication patterns, leadership styles, perception, decision-making processes, and teamwork dynamics. The ultimate goal is to create productive and satisfying workplaces where both employees and organisations can thrive and achieve sustained growth.



- 📌 **Real-World Application:** Understanding how employees respond to different leadership styles or how they adapt during organisational change helps managers create more effective work environments.

Why Studying Behaviour Matters



Predict & Influence

Enables managers to anticipate employee actions and guide behaviour towards organisational goals effectively.



Enhance Communication

Improves information flow and builds effective teamwork through better understanding of interpersonal dynamics.



Reduce Conflict

Minimises workplace disputes and increases overall productivity through proactive conflict management strategies.



Boost Motivation

Enhances employee morale, job satisfaction, and engagement by addressing psychological and emotional needs.



Strengthen Leadership

Promotes leadership effectiveness and better decision-making through deeper insights into human behaviour patterns.

Individual Behaviour in Organisations

Individual behaviour refers to how a person behaves, reacts, and performs within the workplace environment. It is shaped by a complex interplay of internal and external factors that determine work performance and interpersonal effectiveness.

Personality

Determines how individuals respond to challenges, handle stress, and interact with colleagues. Traits like extraversion or conscientiousness significantly influence workplace behaviour.

Perception

Shapes how individuals interpret events, information, and the actions of others. Different perceptions can lead to varied responses to identical situations.

Attitudes & Values

Influence motivation, commitment, and job satisfaction. Personal values guide ethical decisions and determine cultural fit within organisations.

Motivation

Drives individual effort, persistence, and commitment to tasks. Intrinsic and extrinsic motivators affect performance levels and goal achievement.

📌 **Example:** A confident employee with high self-efficacy might take initiative in solving complex problems without constant supervision, demonstrating proactive behaviour.

Group Behaviour in Organisations



Group behaviour examines how individuals act when they are part of a team or collective unit. It encompasses communication patterns, established norms, leadership dynamics, role distribution, and collaborative decision-making processes.

Groups become significantly more effective when members collaborate seamlessly, share responsibilities equitably, and work towards common objectives with mutual support and trust.

Shared Goals & Norms

Groups develop collective objectives and establish behavioural norms that guide member interactions and performance expectations.

Synergy Through Teamwork

Collaboration creates synergy where combined efforts produce results greater than the sum of individual contributions.

Constructive Conflict Resolution

While conflicts naturally occur, healthy communication and mutual respect help resolve differences productively.



RODUE
INOVATING
INNOVATION
ROJECT

An illustration of a meeting room. Two men are seated at a long, dark conference table. The man on the left is wearing a white lab coat and glasses, while the man on the right is wearing a red shirt and glasses. They are looking at each other. On the table are laptops, a microphone, and a cup of coffee. In the background, a large screen displays a complex circuit diagram with red squares and lines. The text 'RODUE INOVATING INNOVATION ROJECT' is written in red on the screen.

Individual vs. Group Behaviour

Understanding the distinctions between individual and group behaviour helps managers tailor their approaches to maximise both personal and collective performance outcomes.



Focus & Orientation

Individual: Centres around personal goals, tasks, and individual achievements.

Group: Focuses on achieving collective goals through coordinated teamwork and collaboration.

Decision-Making Process

Individual: Makes independent decisions based on personal judgement and expertise.

Group: Makes collective decisions through discussion, debate, and consensus-building.

Sources of Influence

Individual: Guided by personal motivation, values, and internal drives.

Group: Influenced by peer pressure, group norms, and leadership dynamics.

Communication Patterns

Individual: Usually one-way or direct communication with superiors or specific stakeholders.

Group: Multi-directional communication involving collaboration, feedback loops, and shared information.

Accountability Structure

Individual: Personally accountable for own performance, outputs, and results.

Group: Shared accountability among members, with collective responsibility for outcomes.

 **Example:** A salesperson focuses individually on achieving quarterly sales targets, whilst a marketing team collaborates on integrated strategies to increase overall brand visibility and market penetration.

Factors Shaping Organisational Behaviour

Behaviour in organisations is influenced by multiple interconnected factors that operate at different levels. Understanding these factors enables managers to create environments conducive to positive behaviour and high performance.

Organisational Factors

- Leadership style and management approach
- Organisational structure and hierarchy
- Policies, procedures, and work systems
- Reward and recognition systems
- Organisational culture and values

Environmental Factors

- Market conditions and economic climate
- Competitive pressures and industry trends
- Technological changes and innovations
- Regulatory and legal requirements
- Social and cultural expectations

Personal Factors

- Personality traits and characteristics
- Attitudes, beliefs, and values
- Skills, abilities, and competencies
- Emotional intelligence and self-awareness
- Personal circumstances and life experiences

Research shows that supportive leadership combined with open communication channels encourages employees to perform at higher levels and feel genuinely valued within the organisation.

Building Effective Organisations Through OB

Understanding individual and group behaviour is fundamental to the study and practice of Organisational Behaviour. Individuals bring unique personalities, perceptions, motivations, and capabilities to the workplace, whilst groups add rich dynamics of teamwork, shared leadership, and collaborative problem-solving.

01

Understand Behaviour Patterns

Recognise how individuals and groups operate within organisational contexts.

03

Enhance Productivity & Morale

Implement practices that boost efficiency, strengthen communication, and improve satisfaction.

02

Create Supportive Environments

Design workplaces that encourage cooperation and minimise destructive conflicts.

04

Achieve Collective Success

Align individual and organisational goals to drive sustainable performance outcomes.

Managers who understand behavioural dynamics can create environments where cooperation flourishes, conflicts are minimised, and productivity thrives. When employees are motivated and aligned with organisational goals, both individual excellence and collective success are achieved.

Learning about OB equips future leaders to manage people wisely, balance diversity effectively, and build strong, goal-oriented teams capable of adapting to ever-changing business environments. This knowledge forms the foundation for sustainable organisational success and employee wellbeing.