

Unite 4

ORGANIZATIONAL BEHAVIOUR

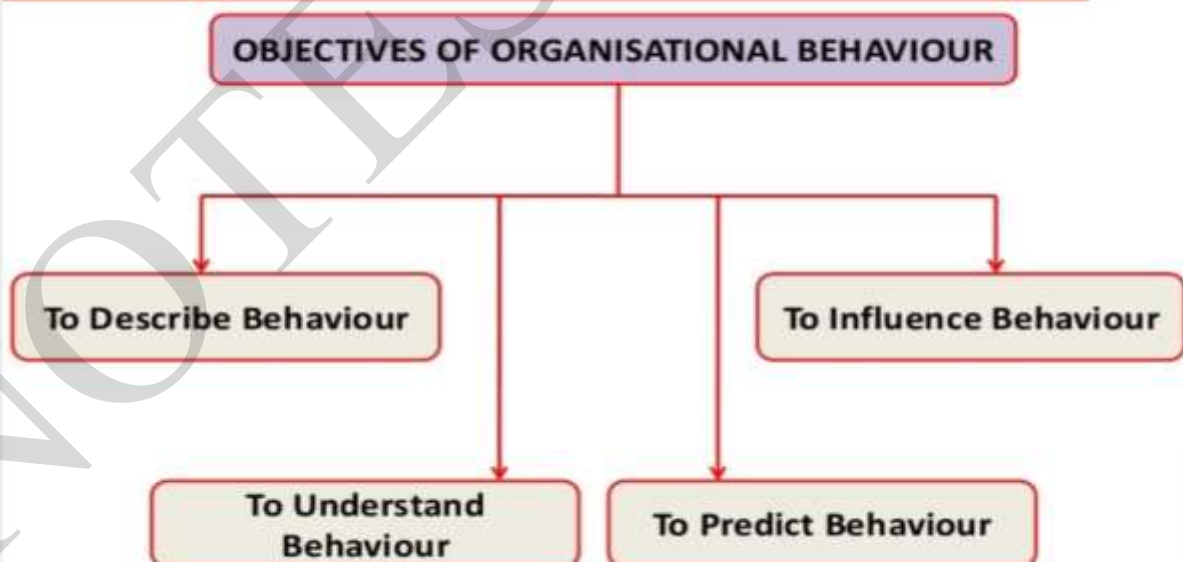
Organisational Behaviour

“OB is directly concerned with the understanding, prediction, and control of human behaviour in organisations.”

- Luthans

“OB is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations for the purpose of applying such knowledge towards improving an organisation’s effectiveness.” - Stephen P. Robbins

Objectives of OB

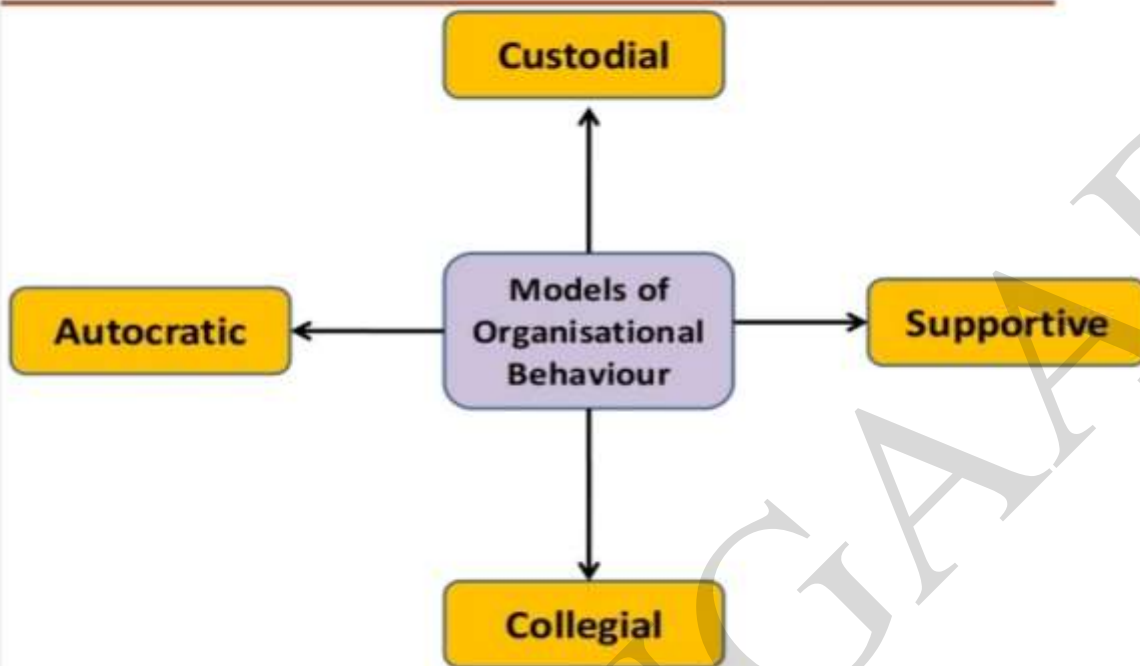




Nature of OB

1. It focuses on the behaviour of individuals
2. It is inter-disciplinary
3. It is an applied science
4. It is an art as well
5. It adopts a humanistic approach
6. Its ultimate aim is to attain the organisational objective

Organisational Behaviour Models



The Autocratic Model

Under the autocratic model, the manager uses his authority and directs the subordinates to do the work as per his specifications. The subordinates are not given the freedom to act. They have to carry out the task faithfully as per their boss's instructions.

Thus under the autocratic model, the employees are made to work like machines. The use of such an approach may not always give the manager the desired results. In the long run, the employees may develop frustration and may be prone to stress conditions. Their physical or mental health may get affected. The organisation may also begin to face such behavioural problems as a high rate of absenteeism, low morale, high rate of labour turnover and so on.

Custodial Model

If under the autocratic model the employee has to depend on his boss all the time, under the custodial model he has to depend on the organisation. The organisation takes care of all the needs of the employees. This is done by the introduction of a number of welfare measures like *rent free accommodation, subsidised food, free education for the children of employees and so on*. Such welfare measures make the employees dependent on the organisation that becomes their custodian.

Under the custodial approach the employee is happy as the organisation satisfies his needs. But there is no guarantee that his performance level will be high. 'A happy and satisfied employee need not be a productive employee'.

Supportive Model

In this case the manager supports his subordinates in the performance of their tasks. The focus here is on managerial leadership rather than on the exercise of authority or fulfillment of subordinates' needs. The manager does not make unilateral decisions but involves his subordinates in the decision-making process.

The supportive model is suitable in those workplaces where the employees are self-motivated. It has greater relevance for managerial personnel rather than the operative level workers.

Collegial Model

In the collegial model the manager participates in the process of task performance by the subordinates. In other words, the manager and the subordinates work as a team. There is better interaction among the team members. Such an approach is suitable where every subordinate is able to be self-disciplined.

The basic foundation of the collegial model lies on management's building a feeling of partnership with employees. Under collegial approach, employees feel needed and useful. They consider managers as joint contributors to organisational success rather than as bosses.

	Autocratic	Custodial	Supportive	Collegial
Basis of model	Power	Economic Sources	Leadership	Partnership
Managerial Orientation	Authority	Money	Support	Teamwork
Employee Orientation	Obedience	Security & Benefits	Job Performance	Responsible behaviour
Employee psychological result	Dependence on boss	Dependence on organisation	Participation	Self-discipline
Employee needs met	Subsistence	Security	Status and recognition	Self-actualization
Performance result	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm