College of computing and Informatics

Department of Information Systems

Individual Assignment

Course Title: *Organizational Behavior*

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1. The development of Organizational Behavior

Organizational behavior (OB) is a multidisciplinary field that studies human behavior within organizations. It draws insights from psychology, sociology, economics, labor relations, and management. Let's explore the key aspects of organizational behavior and its development:

➢ Fragmented Field:
- Organizational studies encompass various disciplines, each with its own research methods and assumptions.
- These fields include psychology, sociology, economics, human resource management, and more.
- Despite fragmentation, researchers seek a common language or theory to understand organizations.

➢ People Complexity:
- Individuals are multifaceted and complex. They have diverse needs, motivations, and behaviors.
- Organizations must recognize and address these complexities to thrive.

➢ Open Social Systems:
- Organizations are open systems that adapt and cope with external changes.
- Successful adaptation requires an alignment between internal factors (strategy, design, people) and external demands.

➢ Organizational Culture:
- Over time, organizations develop a distinctive culture—a set of shared assumptions, values, and norms.
- Culture influences behavior, decision-making, and problem-solving.
- Subcultures may also exist within an organization.

➢ Behavioral Resistance:
- Organizational behavior is resistant to change due to defensive routines.
- People make sense of their actions, rationalize them, and sometimes escalate commitment to avoid embarrassment or threats.

➢ Contingency and Normative Perspectives:
- Organizational behavior can be viewed from two perspectives:
- Contingency Perspective: Behavior depends on the situation and context.
- Normative Perspective: Behavior aligns with organizational values and norms.

➢ Organizational Development (OD):
- OD aims to improve organizational effectiveness through planned change.
- It involves transferring behavioral science knowledge to enhance strategies, structures, and processes.

➢ Values and Norms:
- OD practitioners focus on improving performance, trust, collaboration, empowerment, and conflict resolution.

- Norms guide behavior, and commitment to new norms drives change.

Overall, organizational behavior is shaped by forces such as environment, strategy, design, people, and leadership. Both contingency and normative perspectives contribute to understanding and improving organizational performance in a dynamic world.

2. What are the Characteristics of Attitude?

Attitude can be described as a tendency to react positively or negatively to a person or circumstances.

Thus, the two main elements of attitude are this tendency or predisposition and the direction of this predisposition.

It has been defined as a mental state of readiness, organized through experience, which exerts a directive or dynamic influence on the responses.

These can also be explicit and implicit.

Explicit attitudes are those that we are consciously aware of and that clearly influence our behaviors and beliefs. Implicit attitudes are unconscious but still affect our beliefs and behaviors.

Some Characteristics of Attitude are:

- ➤ Complex Combination:
  - Attitudes are a complex blend of various factors, including personality, beliefs, values, behaviors, and motivations.
  - They represent our evaluations, preferences, or rejections based on the information we receive.
- ➤ Continuum of Favorability:
  - Attitudes can fall anywhere along a continuum from very favorable to very unfavorable.
  - People hold attitudes toward various objects, people, places, or events.
- ➤ Universal Presence:
  - All individuals, irrespective of their status or intelligence, hold attitudes.
  - Attitudes exist in every person's mind.
- ➤ Three Components of Attitude:

  Attitudes consist of three interrelated components:

  - Cognitive Component: Involves beliefs and thoughts about an object.
  - Affective Component: Relates to emotional responses and feelings toward the object.
  - Behavioral Component: Refers to behavioral tendencies or intentions related to the object.

- ➢ Learned Predispositions:
    - ▪ Attitudes are learned predispositions toward aspects of our environment.
    - ▪ They may be positively or negatively directed toward certain people, services, or institutions.
- ➢ Enduring Evaluations:
    - ▪ Attitudes represent an individual's enduring favorable or unfavorable evaluations, emotional feelings, and action tendencies toward an object or idea.
- ➢ Expressed in Behavior:
    - ▪ How much we like or dislike something determines our behavior toward that thing.
    - ▪ Attitudes influence our actions—whether we approach, seek out, avoid, or reject things.

3. Explain Early and contemporary theories of motivation

Motivation theories are used to understand, explain, and influence human behavior. Early and modern theories of motivation allow a manager to find the reasons for people's actions, desires, and needs. Motivation theories also explain how to influence one's direction to behavior that allows controlling and guiding employees' actions.

Many theories of motivation are developed by phycologists and human resources specialists. And those are:

Early Theories of Motivation

- ➢ Hierarchy of Needs Theory by Abraham Maslow:
    - ▪ Maslow proposed that human needs can be arranged in a hierarchy.
    - ▪ The hierarchy includes five levels: physiological (basic needs like food and shelter), safety, social (belongingness), esteem, and self-actualization.
    - ▪ People strive to satisfy lower-level needs before moving to higher-level ones.
- ➢ ERG Theory by Clayton Alderfer:
    - ▪ Alderfer simplified Maslow's hierarchy into three core needs: existence, relatedness, and growth (ERG).
    - ▪ Unlike Maslow's theory, ERG theory allows for simultaneous pursuit of multiple needs.
- ➢ Theory X and Theory Y by Douglas McGregor:
    - ▪ Theory X assumes that employees dislike work, avoid responsibility, and need strict supervision.
    - ▪ Theory Y assumes that employees are self-motivated, seek responsibility, and can be creative.
    - ▪ These theories influence management styles and expectations.
- ➢ Two-Factor Theory of Motivation by Frederick Herzberg:
    - ▪ Herzberg identified two types of factors:

- **Hygiene Factors**: These are external factors (e.g., salary, working conditions) that prevent dissatisfaction.
- **Motivational Factors**: These are internal factors (e.g., achievement, recognition) that lead to satisfaction and motivation.

Contemporary Theories of Motivation

- Acquired Needs Theory by David McClelland:
  - McClelland proposed that individuals have three primary needs: achievement, affiliation, and power.
  - People are motivated by different combinations of these needs.
- Goal Setting Theory by Edwin Locke:
  - Setting specific and challenging goals leads to higher performance.
  - Clear goals enhance motivation and commitment.
- Theory of Self-Efficacy by Albert Bandura:
  - Self-efficacy refers to an individual's belief in their ability to perform a task.
  - High self-efficacy leads to greater effort and persistence.
- Reinforcement Theory by B.F. Skinner:
  - Behavior is influenced by consequences (rewards or punishments).
  - Positive reinforcement strengthens desired behavior.
- Cognitive Evaluation Theory:
  - Rewards can either enhance or diminish intrinsic motivation.
  - Factors like autonomy and competence affect motivation.
- Expectancy Theory by Victor H. Vroom:
  - Motivation depends on three factors: expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to outcomes), and valence (value of outcomes).
- Equity Theory by J. Stacy Adams:
  - People compare their input-output ratios with others.
  - Perceived inequity leads to motivation to restore balance.

4. Summarize the course learned about Organizational behavior with in one page

Organizational Behavior (OB) is the study of how individuals, groups, and structures influence and are influenced by behavior within organizations. It encompasses a wide range of topics, including motivation, communication, leadership, decision-making, and organizational culture. Through the course of studying OB, several key insights have emerged:

1. **Individual Behavior**: Understanding individual behavior is crucial for managing employees effectively. Factors such as personality, attitudes, perception, and motivation significantly

impact how individuals behave within organizations. By recognizing and addressing these factors, managers can better align individual goals with organizational objectives.

2. **Group Dynamics**: Groups within organizations play a vital role in achieving collective goals. Group dynamics, including cohesion, communication patterns, and decision-making processes, influence the effectiveness of teams. Managers must foster positive group dynamics through effective leadership, clear communication, and conflict resolution strategies.

3. **Leadership**: Leadership styles greatly influence organizational culture and employee morale. Various leadership theories, such as transformational, transactional, and servant leadership, offer insights into effective leadership behaviors. Managers should adapt their leadership style to fit the needs of different situations and individuals within the organization.

4. **Organizational Culture**: Organizational culture encompasses shared values, beliefs, and norms that shape behavior within an organization. A strong organizational culture can enhance employee engagement, productivity, and satisfaction. Managers should strive to cultivate a positive organizational culture by promoting transparency, trust, and open communication.

5. **Change Management**: Organizations are constantly evolving, and managing change effectively is essential for long-term success. Resistance to change is a common challenge, and managers must employ strategies to overcome resistance and facilitate smooth transitions. Effective change management requires clear communication, employee involvement, and support from leadership.

6. **Diversity and Inclusion**: Embracing diversity and fostering an inclusive work environment is not only a moral imperative but also a strategic advantage. Diverse teams bring a variety of perspectives and ideas, leading to innovation and better decision-making. Managers should promote diversity and inclusion through policies, practices, and training programs.

Overall, organizational behavior provides valuable insights into the complexities of human behavior within organizations. By applying principles and theories from OB, managers can create productive work environments, enhance employee satisfaction, and achieve organizational goals effectively.