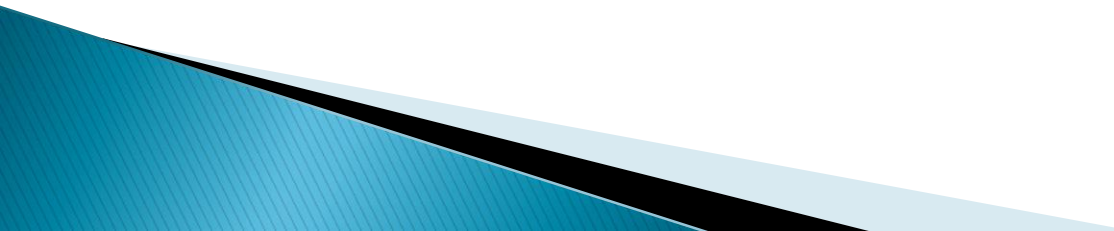


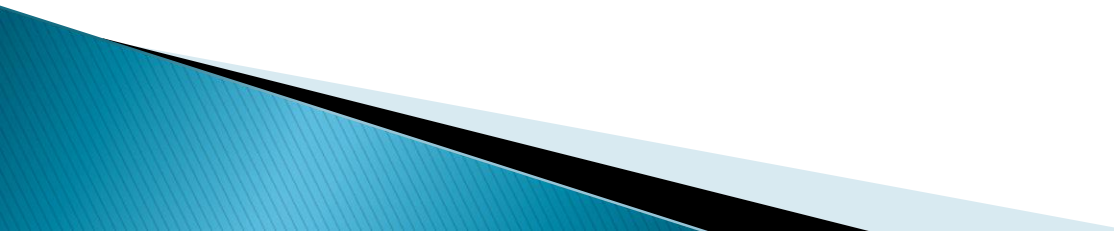
Human Behaviour at Work

Presented
by
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Contents

- ▶ Organisational Behaviour
 - ▶ Fundamental Concepts
 - ▶ Conceptual Framework
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Organisational Behaviour

- ▶ OB is the study and application of knowledge about how people act within organisations.
 - ▶ It is a human tool for understanding behaviour of people in all types of orgs.
 - ▶ The key elements of OB are:
 - people,
 - structure,
 - technology and the
 - external environment in which the organisation operates.
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Key Elements

- ▶ **1 People** – make up the internal social system of the org.
 - They consist of individuals and groups which can be large or small, formal or informal.
 - **Groups are dynamic**; they form change and disband depending on prevailing circumstances.
 - People are living, thinking, feeling beings who work in orgs to meet their personal needs and objectives.
 - Orgs exist to serve people rather than people existing to serve orgs

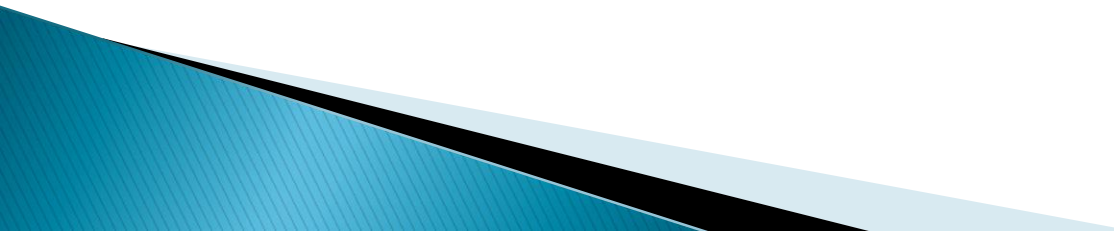
Key Elements

- ▶ **2 Structure** – defines a formal relationship of people in orgs.
- ▶ Structure is a system of relationships
 - formally prescribed to govern people working together and it is also (deliberately done)
 - informally developed to govern people working together (out the need to be friendly to others)
 - the two forms coexist to complement each other and at times they are conflictual
- ▶ Different jobs are required to accomplish org activities in some structural way so that work can be effectively coordinated thus creating complex problems of cooperation, negotiation and decision making

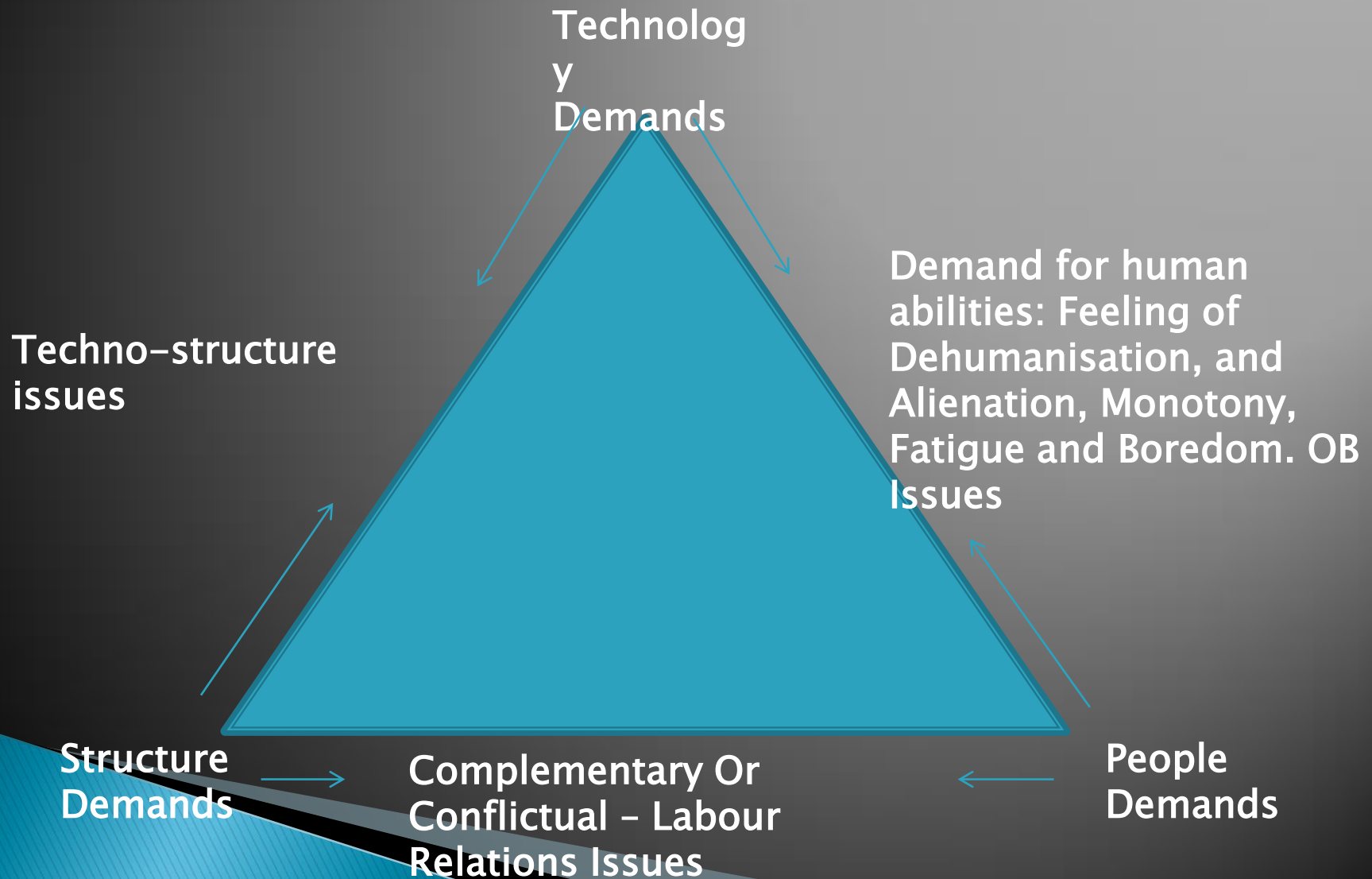
Key Elements

- ▶ **3 Technology** – provides resources with which people work and affects tasks people perform:
 - Defined simply as multiplier or enhancer of human ability/effort
 - Has significant influence on working relationships
 - Has the great benefit of allowing people to do more and better work
 - Restricts people in various ways
 - It has costs as well as benefits.

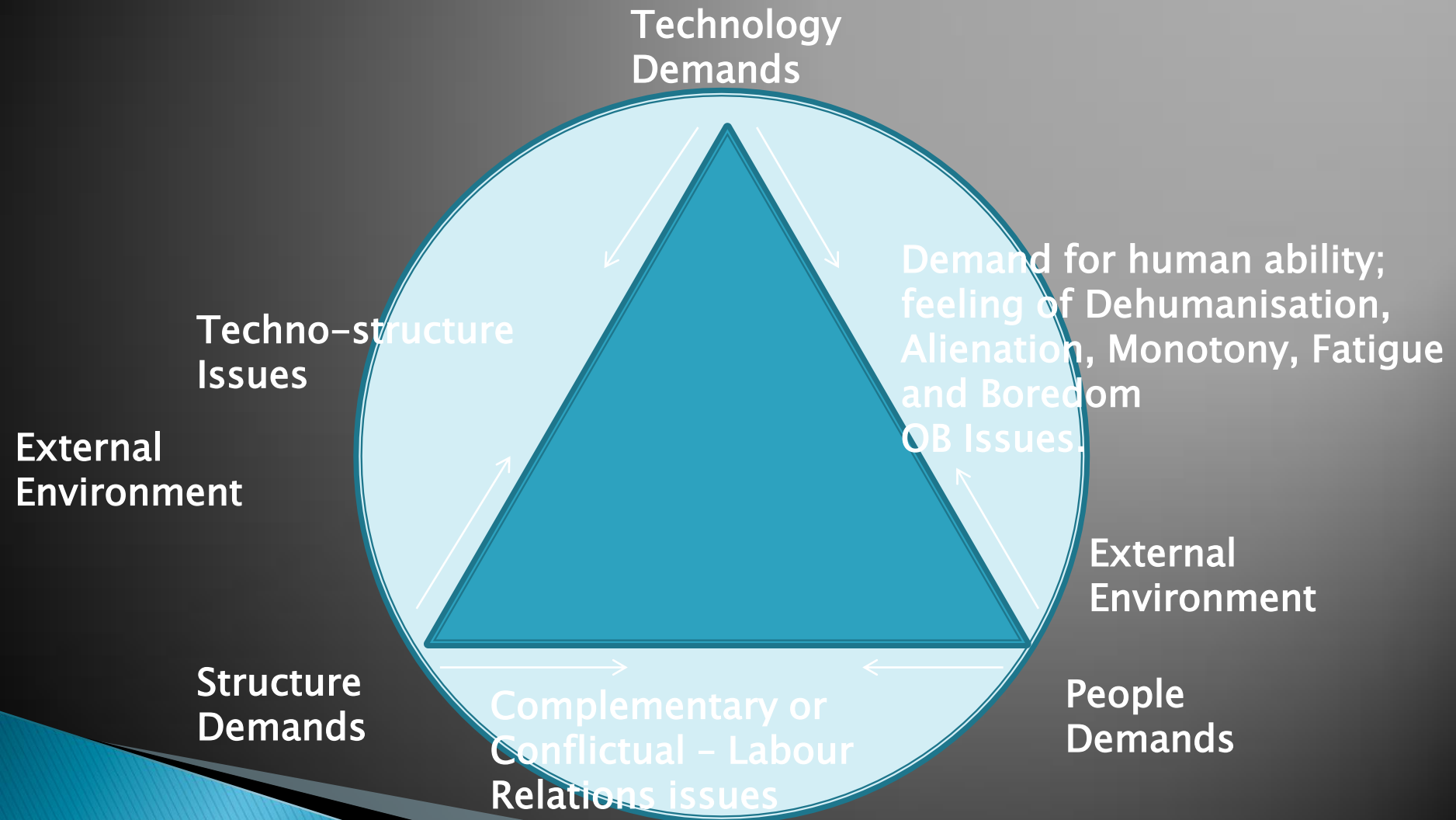
Key Elements

- ▶ **4 External Environment** – all orgs operate within an external environment.
 - Orgs do not exist on their own they are part of a larger system and
 - All orgs mutually influence each other in a complex system of relationships
 - External environment influences people's attitudes, affects working conditions and provides competition for resources and power
 - Has a great influence on human behaviour organisations
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Org Behaviour in Context



OB in Environment Context



Origins of OB

- ▶ **OB is not new:** it has its origins in:
 - **Scientific** management principles of incentives and job design
 - **Human relations** with reference to nature of social relations at work and workers' attitude
- ▶ **Modern OB derives from:**
 - Positive view of human beings in **McGregor's Theory Y**
 - The increasing degree of sophistication of humans
 - **Contingency** approach upholding no simple answers to OB
 - OB's **integrative nature** – seeks to understand many factors
- ▶ **Field of OB comprises analyses of:**
 - **The individual** – learning, motivation, personality, perception
 - **Group/Social Processes** – social perception, social influence, cooperation/competition, leadership, communication
 - **Org Processes** – org structures, org development, rewards/feedback org theory


OB Fundamental Concepts

- ▶ OB starts with a set of six fundamental concepts revolving around the nature of people and organisations
- ▶ The nature of people has four basic concepts
 - Individual differences
 - A whole person (indivisible, cannot be separated into constituent parts such as a pair of hands)
 - Motivated behaviour
 - Value of person
- ▶ The nature of organisations has two basic concepts that orgs are:
 - social systems formed on the basis of
 - mutual interest

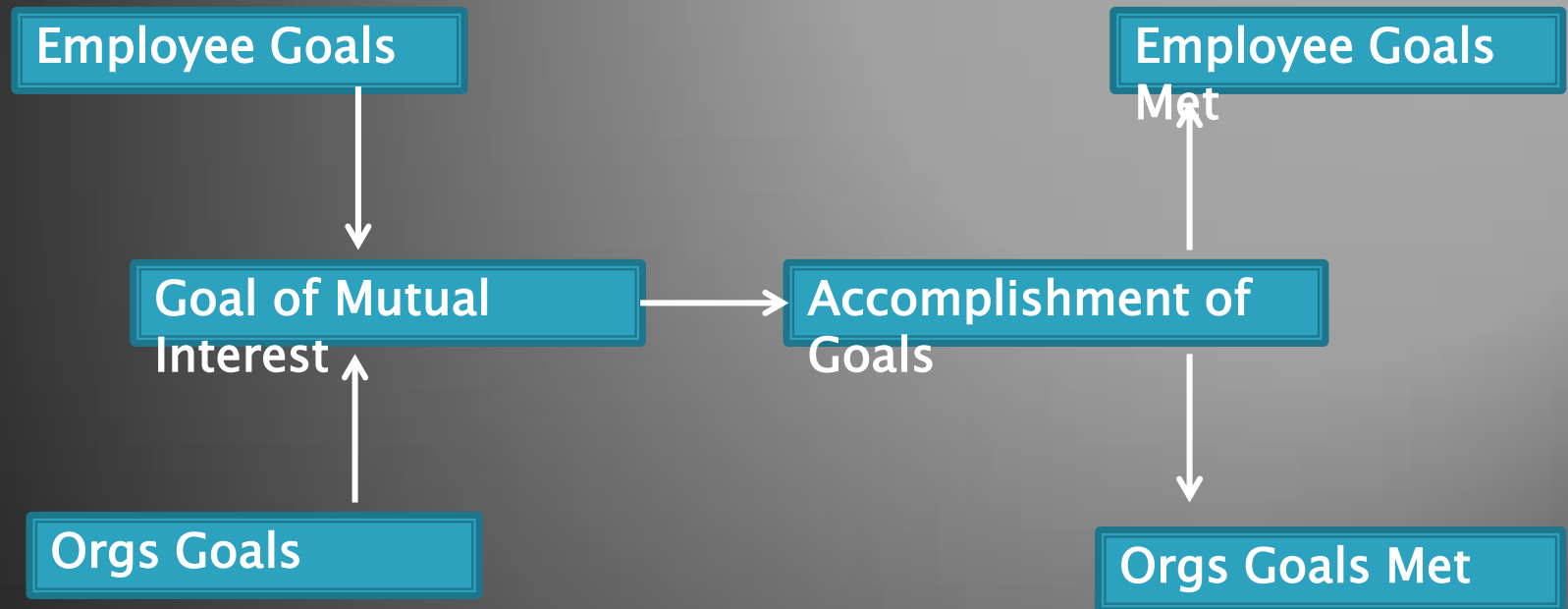
Orgs as Social Systems

- ▶ **Orgs are social systems**; consequently, **activities are governed by social laws as well as psychological laws**:
 - People have psychological needs and social roles and status to satisfy.
 - People's behaviour is influenced by individual drives as well as by their group
- ▶ **Two types of social systems exist side by side** – the formal official social system and the unofficial informal social system:
 - The existence of a social system implies the org environment is one of dynamic change.
 - All parts of the system are interdependent and subject to influence by any other part

Mutual Interest

- ▶ **Orgs need people and people need orgs:**
 - Orgs have a human purpose
 - Orgs are formed and maintained on the basis of mutuality of interest among org members
 - People see orgs as means to help them reach their goals
 - Orgs need people to help reach org objectives
 - ▶ If mutuality is lacking there is no common ground to build on
 - ▶ **Mutual interest provides a superordinate goal that:**
 - integrates efforts of individuals and groups.
 - encourages individuals to attend to org problems rather on each other.
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Mutual Interest



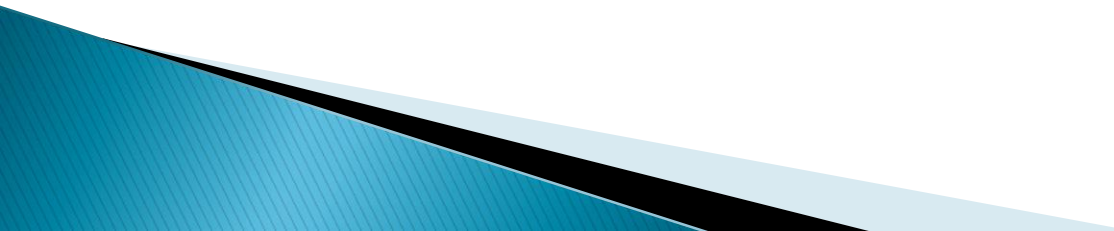
OB Conceptual Framework

- ▶ **Framework provides a theoretical base for interpreting human behaviour in orgs.**
- ▶ **Four concepts are:**
 - OB follows the principles of human behaviour
 - OB is situational
 - OB is systemic
 - OB represents a constant interaction between structure and process variables

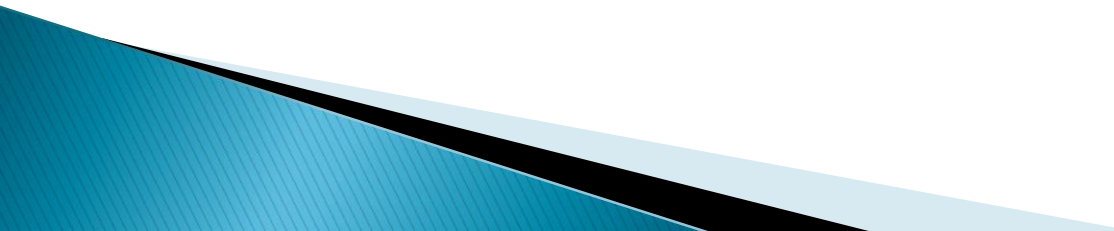
OB Situational

- ▶ Individual behaviour is a function of the interaction between personal characteristics and environmental variables. $B = p \times Env$
- ▶ Total environment can be subdivided into:
 - Org structure OS
 - Technological influences TI
 - peer group pressures PGP
 - leadership styles of superiors SLS
 - Organisational climate OC
 - Cultural influences CI
- ▶ OB is the product of the interaction between individual characteristics (IC) and the above environmental variables.
- ▶ $OB = f(IC, OS, TI, PGP, SLS, OC, CI)$

OB is Systemic

- ▶ Orgs are viewed as complex systems consisting of interrelated and interlocking subsystems.
 - ▶ Changes or alterations in any one part of the system have both known and unknown consequences in other parts of the systems.
 - ▶ Outside factors impact an individuals' behaviour. What is observable (reaction to external inputs) is action or behaviour
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OB Structure and Process Variables

- ▶ Structure refers to org shapes and roles
 - ▶ Process refers to the sequence of activities in a system
 - ▶ Decision making, communication, leadership are examples of many processes in orgs.
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Resources

- ▶ Davis K, Newstrom John W (2005) “Human Behaviour at Work McGraw–Hill
- ▶ Dubrin, Andrew J (2000) “Fundamentals of Organisational Behaviour” Prentice–Hall