

ORGANISATIONAL BEHAVIOR

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Organizational Behavior

People behave differently in different situations or environment

- Child
- IPS Officer
- Businessman
- Professor
- Medical Officer
- Collector etc etc

What is organization?

Stephen P. Robbins and Timothy A. Judge's Definition

“Organization is a consciously co-ordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or a set of goals”.

Characteristics of an Organization

- An organization is created deliberately or consciously. Anything which is formed as a natural sequence such as a family or a tribal group may not be termed as an organization.
- Typical organizations are manufacturing companies, marketing firms, trading houses, transport offices, banks, colleges, hotels, hospitals, *etc.*,
- It is composed of two or more people. Any business run by one individual cannot be termed as a business organization. In large organizations the number of people runs into lakhs.
- There is co-ordination among the people working in an organization. In the absence of co-ordination/co-operation among the people the organization gets disorganized and ceases to exist.

Characteristics of an Organization

- There is hierarchy in any organization. A typical hierarchy consists of Board of Directors, Chairman, Managing Director, General Managers, Dy. General Managers, Senior Managers, Managers, Supervisors and Workers in a large manufacturing firm.
- Principal, Heads of Departments, Professors, Associate Professors and Asst. Professors form the hierarchy in a professional college. Each level of hierarchy will have its own authority and responsibility.
- Organizations function continuously. There are business houses existing for over centuries. In certain cases the business may be seasonal [selling of crackers, marketing of a particular variety of fruit and etc.,] but still it is organized business.
- organization will have certain goal(s). For a hospital, the goal could be to offer quality medical service at an affordable cost. A star hotel's goal could be to offer a luxurious stay. The goal of a management school could be to make the students industry-ready. Depending on the top management the goals of a corporate could be to offer quality goods/service, invent newer and newer product designs, sell products at the cheapest rate or make available its services round the clock.

Behaviour

Behavior is a response to a stimulus which is observed directly or indirectly. Human behavior is a function of person and environment *i.e.* $B=f [PxE]$.

“Person” includes education, skills, experience, health, gender, age, attitude, aptitude, beliefs, perception, personality, *etc.*, Environment covers working conditions, amenities, supervision, rewards, fellow workers, motivation *etc.*

Behavior: Overt and Covert

- *Overt behavior:* It is what a person does. It is the observable and measurable activity of human beings. It includes mental process like decision making or physical process like handling a machine.
- *Covert behavior:* This cannot be easily observed or measured (e.g.) feelings, attitudes, perception, etc.,

Meaning of Organizational Behavior

Organizational behavior is the study of what people think, feel and do in and around organizations.

It is also a systematic study of individual, team and organization-level characteristics in an organization

Definition of Organizational Behaviour

According to **Stephen P. Robbins**, organizational behaviour is a field of study that investigates the impacts that individuals, groups and structure have on behaviour within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.

Fred Luthans defined organizational behavior as the understanding, prediction and management of human behavior in organizations

Goals of Organizational Behaviour Study

The goals of understanding organizational behavior are

- to describe [how people behave under a variety of conditions /environments?]
- to understand[why people behave as they do in different situations?]
- to predict [how people behave in future?] and
- to control [how their behaviour is controlled or managed for productive activity]

Nature of Organizational Behaviour study

- It is a part of management study representing behavioural approach to management
- It is a human tool for human benefit.
- It is interdisciplinary. That is, it is a field of study involving the integration of behavioural sciences such as psychology, sociology, anthropology etc., It is not a discipline in the usual sense.
- It is an applied science seeking to fulfill employees' needs and organizations' objectives.

Nature of Organizational Behaviour study

- It involves individual / group behaviour and behaviour of organization itself.
- It is humanistic as well as optimistic.
- It is normative and value centered. While positive science suggests only cause-effect relationship, normative science prescribes how the various findings can be applied to get organizational results which are acceptable to society.
- It is mostly oriented towards organizational objectives.
- It is a total system.

Limitations of Organizational behaviour

- 1. Lack of Unified theory**

- 2. Behavioural Bias**

- 3. Law of diminishing returns**

- 4. Unethical Manipulation of people**

Role of Organisational Behaviour

- 1. Understanding Human Behaviour**

- 2. Controlling Human Behaviour**

- 3. Organisational Adoption**

Understanding Human Behaviour

1. Individual level
2. Interpersonal Level
3. Group level
4. Intergroup Level

Controlling Human Behaviour

1. Use of Power and Sanction

2. Leadership

3. Communication

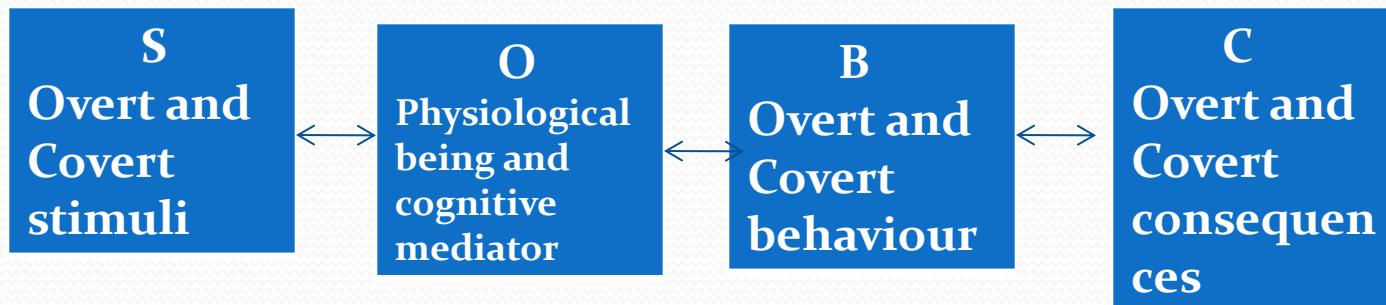
4. Organisational Climate

Organisational Adoption

This refers to the total organizational situations affecting Human Behaviour

Nature of Human behaviour

1. S-R Model (show diagram Fig 2)
2. S-O-R Model **[stimulus-organism(sense,nervous, muscles & glands)-response]** (show pictures on chapter 2 29,30,32,33)
3. S-O-B-C Model



Individual Differences

1. People differ in the importance they attach to intrinsic rewards to the job.
2. People differ in the type of compensation plan they want or desire.
3. People differ in the style of supervision.
4. People differ in their preferred schedules of work hour.
5. People differ in their tolerance for stress.

Foundations of Individual behaviour

Factors in Individual Behaviour

1. Physiological

- a. Intelligence
- b. Physical Abilities
- c. Age
- d. Gender
- e. Race

2. Socio-psychological

- a. Personality
- b. Perception
- c. Learning
- d. Attitudes and values
- e. Emotional Intelligence
- f. Motivation

Factors causing individual differences

Individual behaviour is caused by

1. Individual Variables
 - A. Physiological variables
 - B. Socio-psychological variables
2. Situational Variables
 - A. Organisational Variables
 - B. Job Variables

1. Individual Variables

A. Physiological variables

- i. Intelligence
- ii. Physical abilities
- iii. Age
- iv. Gender
- v. Race

B. Socio-psychological variables

- i. Personality
- ii. Perception
- iii. Learning
- iv. Attitudes and values
- v. Emotional Intelligence
- vi. Motivation

2. Situational Variables

A. Organisational Variables

- i. Organisational structure
- ii. Organisational processes
- iii. Organisational culture

B. Job Variables

- i. Nature of Job
- ii. Work Environment

PERSONALITY

The term ‘personality’ has been derived from the Latin word ‘persona’ which means ‘to speak through.’

This Latin term denotes the masks which the actors used to wear in ancient Greece and Rome

PERSONALITY

Personality should include:

- external appearance and behaviour
- inner awareness of self as a permanent organizing force and
- particular pattern of measurable traits, both inner and outer.

Definition of Personality

Personality cannot be defined precisely.

There are many definitions -

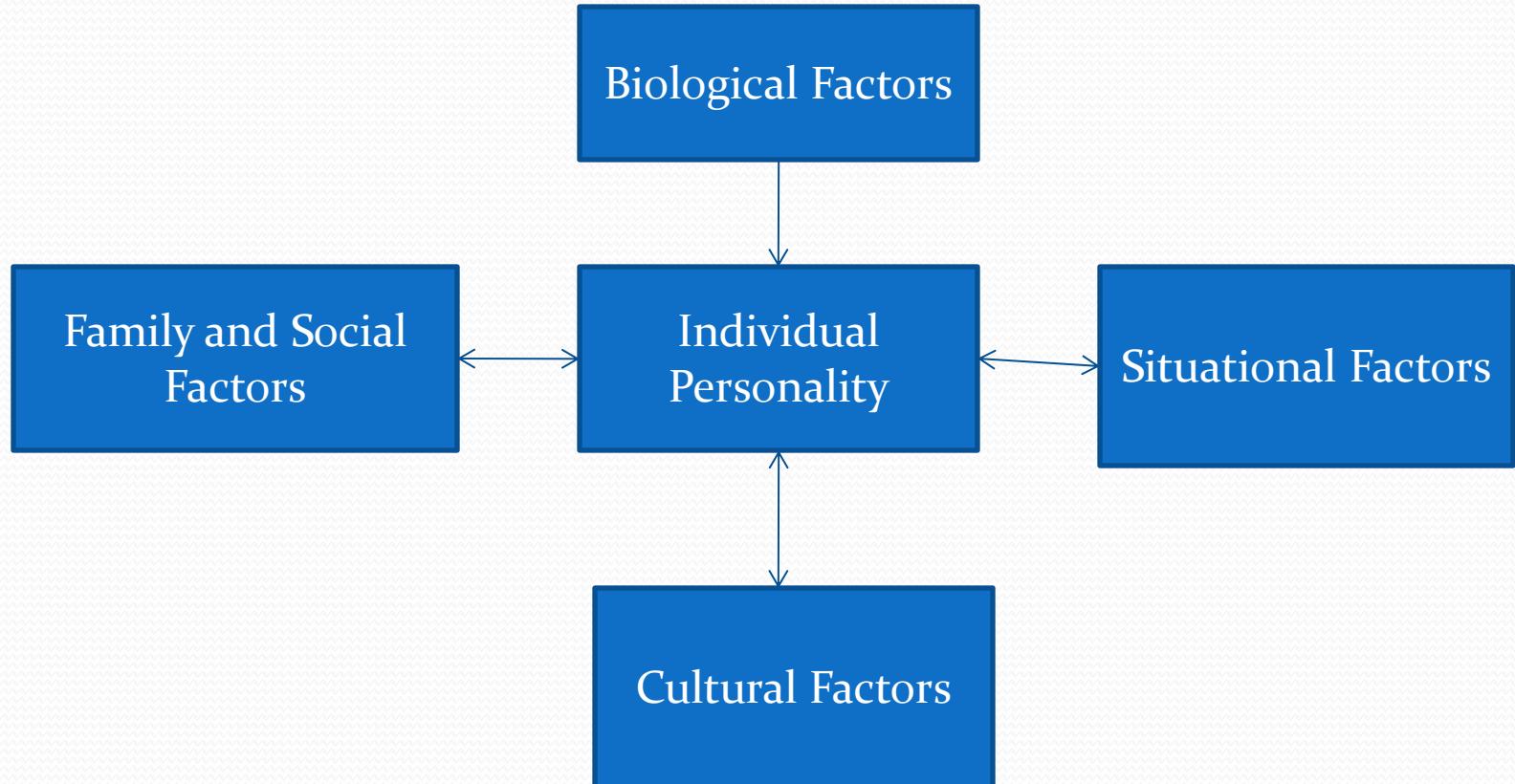
“Personality is the sum total of characteristic pattern of thinking, feeling and behaving that constitutes the individual’s distinctive method of relating to environment.”

Determinants of Personality

The determinants of personality are:

- Biological factors
- Family and social factors
- Cultural factors and
- Situational factors

Determinants of Personality



1. Influence of biological factors on personality

- 1.** Heredity
- 2.** Brain
- 3.** Physical features

2. Influence of family/social factors on Personality

1. Socialization
2. Identification process
 - a. Home environment
 - b. Family members
 - c. Social groups

3. Cultural factors and personality

- Culture is the underlying determinant of human decision-making. It generally determines attitudes toward independence, aggression, competition and co-operation.
- Each culture expects and trains its members to behave in the ways that are acceptable to the group.
- To a greater extent, the child's cultural group decides its values / characteristics through group learning

4. Influence of situational factors on personality

- The S-O-B model of human behaviour gives more importance to situations. Research studies have suggested that situation plays a powerful role in human personality. Situations bring in pressure to influence one's personality.
- Example. A care-free son becomes highly responsible when his father, the only bread – winner in the family, dies. The situation, i.e. death of father, has transformed an irresponsible son into a responsible person.

Traits of Indian Managers

Indian managers generally exhibit the following traits

1. Indian managers are somewhat emotional, casual, sensitive, tough, tense and group dependant
2. On two personality characteristics of authoritarianism and Machiavellianism
3. They have need for achievement and competence though they have lower level of maturity and persistency
4. They show co-operation, friendliness, sympathy and nurturance.