ORGANISATIONAL BEHAVIOUR

'WHAT IS ORGANISATIONAL BEHAVIOUR'

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

WHAT IS ORGANISATIONAL?

An organization is a cohesive structure where a group of people works together to meet some common goals.

People working together and coordinating their actions to achieve specific goals.

A consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Types of Organization

- Public
- Private
- Non-government
- Clubs
- Voluntary
- Religious etc.

Conceptual Approach of Organization

Machine Approach

–A technical or mechanical system that transforms inputs into the goods and services required to serve a societal need.

Social System Approach

–A system characterized by relatively enduring interaction patterns that link people and people as they pursue organizational goals.

The Work of Organizations

–Societal need

Organizational response to a society's adaptation, maintenance, and achievement needs.

–Organizational functions

Production, marketing, finance, accounting, human resources, and management functions.

–Organizational need

Institutional-level needs for organizational integration with the external environment.

Technical core needs to accomplish the daily activities of producing goods or services.

Administrative-level needs to integrate the institutional needs and the technical core and its diverse work systems.

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

WHAT IS ORGANISATIONAL BEHAVIOUR?

Organizational behavior is a **field of study** that investigates the **impact that individuals, groups, and structure have on behaviour** within the organisations, for the purpose of applying such knowledge toward **improving an organisation's effectiveness.**

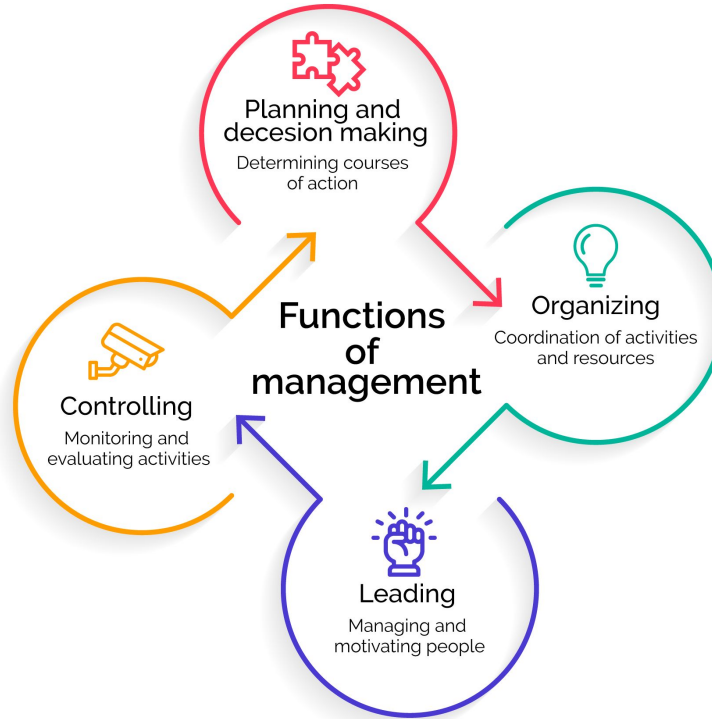Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Background

- Technical aspects were emphasized in the past

- Effectiveness of manager - Understanding human behaviour

- Less turnover of high-performers (short supply)

- Interpersonal skills key – social relationship – job satisfaction

Management Functions

Organizational Management: The process of using organizational resources to

achieve the organization's goals by:

1. Planning

2. Organising

3. Leading

4. Controlling

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Management Functions Flow

Planning and decesion making
Determining courses of action

Organizing
Coordination of activities and resources

Functions of management

Controlling
Monitoring and evaluating activities

Leading
Managing and motivating people

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

1. Planning

A process that includes defining goals, establishing strategy, and developing plans to coordinate activities.

–Define goals

–Devise Strategy

–Develop Plan to coordinate activities

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

2. Organising

Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

–What tasks to be done

–Who is to do them

–How tasks are grouped

–Who reports to whom

–Where decisions are made

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

3. Leading

A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts.

–Motivate

–Direct activities

–Select the most effective communication channels

–Resolve conflicts

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

4. Controlling

Monitoring activities to ensure that they are being accomplished as planned and correcting any significant deviations.

–Monitoring

–Comparing

–Correcting

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Management Roles

1. Interpersonal

    –Figurehead

    –Leader

    –Liaison

2. Informational

    –Monitor

    –Disseminator

    –Spokesperson

3. Decisional

    –Entrepreneur

    –Disturbance Handler

    –Resource Allocator

    –Negotiator

1. Interpersonal Roles

- Figurehead - Symbolic head; required to perform a number of routine duties of a legal or social nature.

- Leader - Responsible for the motivation and direction of employees

- Liaison - Maintains a network of outside contacts who provide favors and information

2. **Informational Roles**

- Monitor: Receives a wide variety of information; serves as nerve center of internal and external information of the organization

- Disseminator: Transmits information received from outsiders or from other employees to members of the organization

- Spokesperson: Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

3. Decisional

- Entrepreneur: Searches organization and its environment for opportunities and initiates projects to bring about change

- Disturbance handler: Responsible for corrective action when organization faces important, unexpected disturbances

- Resource allocator: Makes or approves significant organizational decisions

- Negotiator: Responsible for representing the organization at major negotiations

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Management Skills

- Technical Skills - ability to apply expertise and specialized knowledge
- Human Skills - ability to work with, understand, and motivate other people, both individually and in groups.
- Conceptual Skills - The mental ability to analyze and diagnose complex situations and decision making

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Skill Type Needed by Manager Level

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®
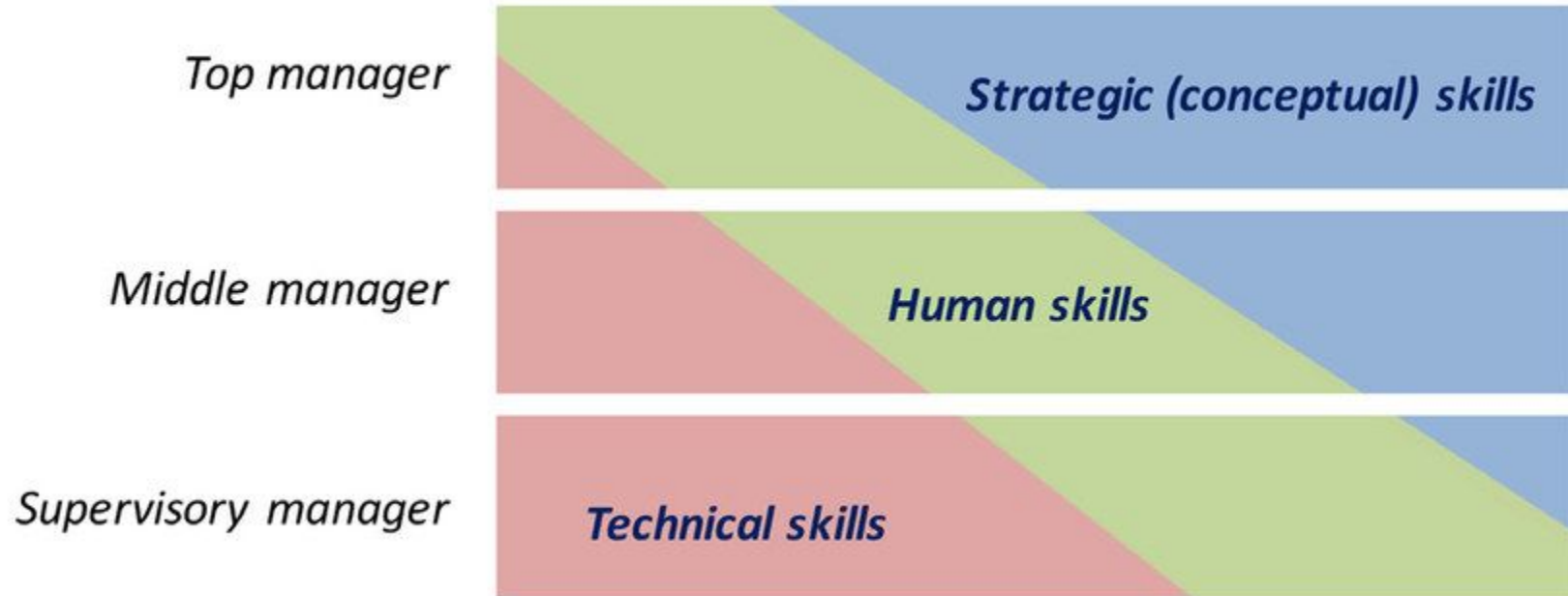
Disciplines that contribute to OB

- Psychology: The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

- Social Psychology: An area of psychology that blends concepts from psychology and sociology to focus on the influence of people on one another.

- Sociology: The study of people in relation to their social environment or culture.

- Anthropology: The study of societies to learn about human beings and their activities.

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Challenges and Opportunities for OB

1. Responding to Economic Pressures
2. Responding to Globalisation

    –Increased foreign assignments

    –Working with people from different cultures

    –Overseeing movement of jobs to countries with low-cost labor

3. Managing Workforce Diversity
4. Improving Customer Service
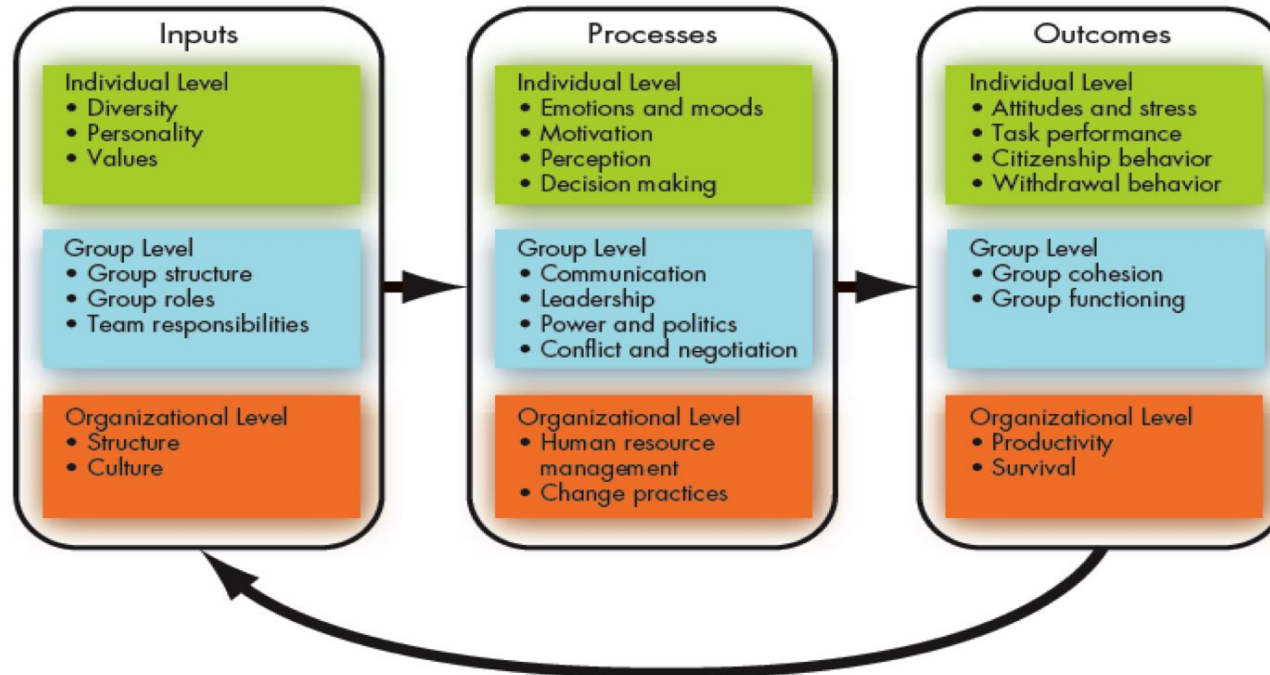5. Improving People Skills

Challenges and Opportunities for OB

5. Stimulating Innovation and Change

6. Coping with temporariness

7. Working in Networked Organisations

8. Helping Employees Balance Work-Life Conflicts

9. Creating a Positive Work Environment

10. Improving Ethical Behaviour

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Developing an OB Model

Exhibit 1-5   **A Basic OB Model**

Inputs

Individual Level
- Diversity
- Personality
- Values

Group Level
- Group structure
- Group roles
- Team responsibilities

Organizational Level
- Structure
- Culture

Processes

Individual Level
- Emotions and moods
- Motivation
- Perception
- Decision making

Group Level
- Communication
- Leadership
- Power and politics
- Conflict and negotiation

Organizational Level
- Human resource management
- Change practices

Outcomes

Individual Level
- Attitudes and stress
- Task performance
- Citizenship behavior
- Withdrawal behavior

Group Level
- Group cohesion
- Group functioning

Organizational Level
- Productivity
- Survival

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) The discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace, is called organizational citizenship behavior (OCB), or simply citizenship behavior

Good citizenship behaviors: help others on their team, volunteer for extra work, avoid unnecessary conflicts, respect the spirit as well as the letter of rules and regulations, and gracefully tolerate occasional work-related impositions and nuisances.

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

Withdrawal Behavior

Withdrawal behavior is the set of actions that employees take to separate themselves from the organization. There are many forms of withdrawal, ranging from showing up late or failing to attend meetings to absenteeism and turnover.

Employee withdrawal can have a very negative effect on an organization. The cost of employee turnover alone has been estimated to run into the thousands of dollars, even for entry-level positions. Absenteeism also costs organizations significant amounts of money and time every year.

Employability Skills

Critical thinking: purposeful and goal-directed thinking used to define and solve problems and to make decisions or form judgments related to a particular situation or set of circumstances.

Communication: effective use of oral, written, and nonverbal communication skills for multiple purposes (e.g., to inform, instruct, motivate, persuade, and share ideas); effective listening; using technology to communicate; and being able to evaluate the effectiveness of communication efforts

Collaboration: a skill in which individuals can actively work together on a task, constructing meaning and knowledge as a group through dialogue and negotiation that results in a final product

Knowledge: application and analysis is defined as the ability to learn a concept and then apply that knowledge appropriately in another setting to achieve a higher level of understanding.

Social responsibility: skills related to both business ethics and corporate social responsibility. Business ethics includes sets of guiding principles that influence the way individuals and organizations behave within the society that they operate.

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®

END

Good Job!

THANK YOU!

Rahik Hasan, BBA MBA-NSU, HRMC-IBA DU, CSPO®