1.2 ORGNISATION BEHAVIOUR - CONCEPTS

Organizational Behavior is field of study that investigates the impact that individuals, groups and structure have on behavior within organization. It is the study and application of knowledge about how people act within organizations. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations, such as business, government, schools and services organizations. It covers three determinants of behavior in organizations: individuals, groups, and structure. OB is an applied field. It applies the knowledge gained about individuals, and the effect of structure on behavior, in order to make organizations work more effectively. OB covers the core topics of motivation, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress. Before studying organizational behavior, it is desirable to know the meanings of organization and management.

1.2.1 Organization

Organization as a purposeful system with several subsystems where individuals and activities are organized to achieve certain predetermined goals through division of labor and coordination of activities. Division of labor refers to how the work is divided among the employees and coordination refers to how all the various activities performed by the individuals are integrated or brought together to accomplish the goals of the organization. The term organizing is used to denote one aspect of the managerial activities when he or she is preparing and scheduling the different tasks that need to be completed for the job to be done.

1.2.2 Management

It refers to the functional process of accomplishing the goals of the organization through the help of others. A manager is an individual who is given the responsibility for achieving the goals assigned to him or her as part of the overall goals of the organization and who is expected to get the job done. The terms of top management, lower management are frequently used to indicate the hierarchical levels of those who are engaged in the process of getting the goals of the organization accomplished.

1.3 Key Elements of Organisational Behavior

The key elements in organizational behavior are people, structure, technology and the external elements in which the organization operates. When people join together in an

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organization to accomplish an objective, some kind of infrastructure is required. People also use technology to help get the job done, so there is an interaction of people, structure and technology. In addition, these elements are influenced by the external environment, and they influence it. Each of the four elements of organizational behavior will be considered briefly.

1.3.1 People

People make up the internal social system of the organization. They consist of individuals and groups, and large groups as well as small ones. People are the living, thinking, feelings beings who created the organizations. It exists to achieve their objectives. Organizations exist to serve people. People do not exist to serve organizations. The work force is one of the critical resources that need to be managed. In managing human resources, managers have to deal with: i) Individual employee who are expected to perform the tasks allotted to them ii) Dyadic relationships such as superior-subordinate interactions iii) Groups who work as teams and have the responsibility for getting the job done, iv) People out side the organization system such as customers and government officials

1.3.2 Structure

Structure defines the official relationships of people in organizations. Different jobs are required to accomplish all of an organization’s activities. There are managers and employees, accountants and assemblers. These people have to be related in some structural way so that their work can be effective. The main structure relates to power and to duties. For example, one person has authority to make decisions that affect the work of other people.

Some of the key concepts of organization structure are listed as below: a) Hierarchy of Authority: This refers to the distribution of authority among organizational positions and authority grants the position holder certain rights including right to give direction to others and the right to punish and reward. b) Division of Labor: This refers to the distribution of responsibilities and the way in which activities are divided up and assigned to different members of the organization is considered to be an element of the social structure. c) Span of Control: This refers to the total number of subordinates over whom a manager has authority d) Specialization: This refers to the number of specialities performed within the organization. e) Standardization: It refers to the existence of procedures for regularly recurring events or activities f) Formalization: This refers to the extent to which rules, procedures, and communications are written down g) Centralization: This refers to the concentration of authority to make decision.

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h) Complexity: This refers to both vertical differentiation and horizontal differentiation. Vertical differentiation: outlines number of hierarchical levels; horizontal differentiation highlights the number of units within the organization (e.g departments, divisions)

Organizations can be structured as relatively rigid, formalized systems or as relatively loose, flexible systems. Thus the structure of the organizations can range on a continuum of high rigidity to high flexibility. There are two broad categories of organization: i) Mechanistic form of organization ii) Organic form of Organization

1.3.3 Mechanistic form of Organisation

It is characterized by high levels of complexity, formalization and centralization. A highly mechanistic system is characterized by centralized decision making at the top, a rigid hierarchy of authority, well but narrowly defined job responsibilities especially at lower levels, and extensive rules and regulations which are explicitly make known to employees through written documents. In mechanistic organization, labor is divided and subdivided into many highly specialized tasks (high complexity), workers are granted limited discretion in performing theirs tasks and rules and procedures are carefully defined (high formalization); and there is limited participation in decision making which tends to be conducted at the highest levels of management high centralization.

1.3.4 Organic form of Organisation

A highly organic system is characterized by decentralized decision-making which allows people directly involved with the job to make their own decisions, very few levels in the hierarchy with flexible authority and reporting patters, loosely defined job responsibilities for members, and very few written rules and regulations. It is relatively simple, informal and decentralized. Compared with mechanistic organizations, employees in organic organizations, such as design firms or research labs, tend to be more generalist in their orientation. 1.3.5 Jobs and Tasks

Job refers to the sum total of an individual’s assignment at the workplace. Tasks refer to the various activities that need to be performed to get the job done. The nature of tasks, it’s executives by various individuals, nature of interdependence and inter-relatedness, group activities etc have implication for organizational effectiveness. Thus the jobs and tasks have to be designed and managed properly.

Core Job Characteristics: There are five job characteristics which are central to providing potential motivation to workers. They are: Skill variety, Task identity, Task significance, Autonomy, and Feedback from the job itself.

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i) Task Variety: This denotes the extent to which any particularly job utilizes a range of skills, abilities and talents of the employees. If number of different skills is used by the employee on the job, the job is going to provide challenge and growth experience to the workers.

ii) Task Identity: This indicates the extent to which the job involves a ‘whole’ and identifiable piece of work. If the job involves the whole components (eg – painting a portrait), then the individual can identify with the ultimate creation turned out by him and derive pride and satisfaction from having done a good job. iii) Task significance: This refers to the meaningfulness or significance of the impact that a job has on the lives of others – both inside and outsider of the organization. If what one does has an impact on the well being of others, the job becomes psychologically rewarding to he person who performs it. iv) Autonomy: This refers to the extent to which the job provides an employee the freedom, independent and discretion to schedule work and make decision and formulate the procedures to get the job done without interference from others. The greater the degree of autonomy, the more the person doing the job feels in control. v) Feedback from the Job itself: This indicates the extent to which the person who is working on the job can assess whether they are doing things right or wrong even as they are performing the job. That is, the job itself is stimulating one and enjoyable.

Job Design: Jobs can be designed to range from highly simple to highly complex tasks in terms of the use of the workers skill. Some of the job design options are as follows:

i) Job Simplification: The jobs are broken down into very small parts as in the assembly line operations where a fragmented task is repeatedly done over and over again by the same individual. ii) Job Rotation: This involves moving employees among different tasks over a period of time. Management does not have to bother with combining tasks, but at the same time, the workers do not get bored with doing one simple task over several years. The employee is periodically rotated from one job to another within the work setting iii) Job Enlargement: This involves simply adding more tasks to the job so that the workers have a variety of simple tasks to perform rather than doing just one task repetitively. Two or more tasks are combined and the individual does the combined tasks altogether. iv) Job Enrichment: This offers a greater challenge to the workers because it requires the use of variety of skills possessed by them. This involves building in motivating factors into the job, giving the workers more responsibility and control over work, and offering learning opportunities for the individual on the job.