Dr. Rupal Patel
Associate Professor
BJVM

Unit – I
Introduction to Organizational Behaviour

Meaning:

Organizations are found in all walks of life. Government offices, banks, schools, colleges, hospital, factories, shops, institutes, political parties and so on. This is necessary to carry on activities of each one of them. Organizing is a basic function of management. It refers to the process involving the identification and grouping of activities to be performed, defining and establishing the authority-responsibility relationship. This enables people to work most effectively together in achieving the organizational objectives.

In general, organizing consists of determining and arranging for men, materials. machines and money required by an enterprise for the attainment of its goals. In its operational sense, the term organizing means defining responsibilities of the employed people and the manner in which their activities are to be related. The final result of organizing is the creation of a structure of duties and responsibilities of persons in organizational different positions, grouping them according to the similarity, Behaviour and interrelated nature of activities. In brief, organizing process results in the outcome called "organization", consisting of a group of people working together for the achievement of one or more common objectives.

ORGANIZATION :

We will consider a few definitions of some authors. Money and Reiley: "Organization is the form of every human association for the attainment of a common purpose". Puffier and Sherwood: "Organization is the pattern of ways in which large numbers of people have intimate face to face contact with all others, are engaged in a variety of tasks, relate themselves to each other in conscious, systematic establishment and accomplishment of mutually agreed purposes".

Need for Organization :

We need organization to execute the management function. Study of organization has to be made necessarily for following reasons:

a. It provides an ideal setting for the study of human behaviour. The study of organization leads to man's important discoveries that are vital for the continued well-being of the institutes particularly and the society in general.

b. Knowledge of organization helps managers to effectively, know various things, such as how to run the organization and protect the environment needs, how to motivate run the organizational subordinates, how to manage conflicts, how to introduce behavioural changes and so on.

c. Organizations pervade in all the important phases of man's life. A man is born in organizations (hospitals, clinics etc.); he is educated in organizations (schools, colleges etc.), and works in organization (factories, office etc.).

ORGANIZATIONAL BEHAVIOUR:;
Each of us is a student of behaviour. We are aware that certain types of behaviour are linked to certain types of responsibilities. As we mature, we expand our observations to include the behaviour of others. We develop generalizations that help us to predict and explain what people do and will do. How accurate are these generalizations? Some may represent extremely sophisticated appraisals of behaviour and prove highly effective in explaining and predicting the behaviour of others. Most of us also carry about with us a number of beliefs that frequently fail to explain why people do what they do. As a result, a systematic approach to the study of behaviour can improve an individual's explanatory and predictive abilities.

Importance:
Organizational Behaviour (OB) is a study involving the impact of individuals, group and structure or behaviour within the organization. This study is useful for the effective working of an organization. It is a study of what people do within an organization and how their behaviour affects the performance of an organization. Organizational Behaviour is concerned mainly with employment related matters such as job, work, leaves, turnover, productivity, human performance and management. Organizational Behaviour also includes the core topics like motivation, leader behaviour and power, interpersonal communication, group structure and process, learning attitude, perception, conflicts, work design and work stress. Organizational Behaviour introduces you to a comprehensive set of concepts and theories, it has to deal with a lot of commonly accepted 'facts' about human behaviour and organizations that have been acquired over the years, like "you can teach an old dog new tricks". "Two heads are better than one". These facts are not necessarily true. Then one off-line objective of Organizational Behaviour is to replace popularly held notions. Organization Behaviour does offer challenges and opportunities for managers since it focuses on ways and means to improve productivity, minimize absenteeism, increase employee job satisfaction, etc. Organization Behaviour can offer managers guidance in creating an ethical work climate. This is because organizational behaviour cam improve prediction of behaviour.

Need for Organizational Behaviour:
Organizational Behaviour is an applied behavioural science that is built on contribution from a number of other behavioural discipline like psychology, sociology, social psychology, anthropology and political science. Understanding Organizational Behaviour is becoming very important for managers. Due to global competition, it is becoming necessary for the employees to become more flexible and to cope with rapid changes. It is becoming challenging for the

managers to use Organizational Behaviour concepts. Organizations are no longer constrained by national borders. Burger King is owned by a British firm, and McDonald's sell hamburgers in Moscow. Exaction Mobile, an American company receives 75% of its revenue from sales outside US. All the major automobile manufactures build their cars out side their border, for example, Honda builds cars in Ohio, USA, Ford in Brazil and Mercedes and BMW in South Africa. This shows that the world has become a global village. Hence, managers have to diversify work force . Work force diversity means the organizations are becoming more heterogeneous in terms of gender, race and ethnicity.

Diversity if managed positively, can increase creativity and innovation in organizations as well as improve decision making by providing different perspective on preplans. Quality management is driven by the constant attainment of customer satisfaction through continuous improvement of all organizational processes (productivity, absenteeism, turnover, job satisfaction and recently added fifth dependent variable is organizational citizenship).

ORGANIZATION AND ORGANIZATIONAL BEHAVIOUR :
What is organizational behaviour? (Abbreviated as OB)
OB is a field of study that investigates the impact that individuals, groups and structure have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness. It is a distinct area of expertise with a common body of knowledge. It studies 3 determinants of behaviour in organizations: individual, groups and structure. OB is also an applied field. It applies the knowledge gained about individuals, groups and the effect of structure on behaviour towards the end of making organizations work more effectively. OB is concerned with the study of what people do in an organization and how that behaviour affects the performance of the organization. OB includes the core topics of motivation, leader behaviour and power, interpersonal communication, group structure and process, learning, attitude development and perception, interpersonal change and conflict.

Nature of OB:
Organisational Behaviour (OB) helps firms achieve effectiveness in their activities. Organisations, as stated earlier, comprise people and OB helps in utilising these resources for achieving organisational effectiveness. People generally possess physical strength, skills of some kind, executive skills and organising abilities. OB helps harness these qualities and use them for achieving organisational goals.

Definition and Meaning of OB:
- Definitions on OB are many. However, three features need to be emphasised in any definition: OB is the study of human behaviour;
- The study is about behaviour in organisations; and
- Knowledge about human behaviour would be useful in improving an organisation's effectiveness.

Combining the above three features, OB may be understood to be the study of human behaviour in organisational settings, of the interface between human behaviour and the organisation and of the organisation itself. Knowledge gained from such a study is useful in improving organisational effectiveness.

The following definitions are appropriate:
OB refers to the behaviour of individuals and groups within organisations and the interaction between organisational members and their external environments.
OB is a field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations for the purpose of applying such knowledge towards improving an organisation's effectiveness.

To sum up, OB obviously comprises individual behaviour, group behaviour and of the organisation itself. Understanding of the subject is complete when all the three are studied carefully. The study of individual behaviour alone is incomplete because the actions of the employee influence and are influenced by the organisation where he or she works. Again, studying only organisations without learning about the people amounts to looking at only a part of the picture.

ORGANIZATIONAL BEHAVIOUR MODELS:
Every organization develops a particular model in which behaviour of the people takes place. This model is developed on the basis of management's assumptions about people and the vision of the management. Since these assumptions vary to a great extent, these result into the development of different organizational behaviour models (OB models). From the very beginning of the civilized human society, two alternative approaches have been adopted for placing trust on people. One says "trust everyone unless there is a contrary evidence": another says "do not trust anyone unless there is a contrary evidence". Naturally, interpersonal interactions take place differently under these two approaches. Following description of the organizations is worth while to note here: "Most of our originations tend to be arranged on the assumption that people cannot be trusted or relied on, even in tiny matters". However, this is only one side of the coin. For example, McGregor has given theories X and Y and each theory makes assumptions which are quite contrary to each other; Argyris has given the concept of immaturity and maturity of people which also provides two opposite views about the people. Thus, OB models developed on the basis of these assumptions would show great variations. However, OB models that are in practice show some kind of continuum between these two opposite poles, though they tend to lean towards a particular pole. Davis has described four OB models which are as follows: 1. autocratic 2. custodial 3. supportive 4. Collegial.

Models of OB

Sr.	Paticulars	Autocratic	Custodial	Supportive	Collegial
1.	Basis of model	Power	Economic Resources	Leadership	Partnership
2.	Managerial orientation	Authority	Money	Support	Teamwork
3.	Employee orientation	Obediance	Security and benefits	Job Performance	Responsible behavior

		Dependence on boss	Dependence on organization	Participation	Self-discipline
4.	Employee psychological result	Dependence on boss	Dependence on organization	Participation	Self-discipline
5.	Employee needs met	Subsistence	Security	Status and Recognition	Self-actuali – sation
6.	Performance result	Minimum	Passive co-operation	Awakened drives	Moderate enthusiasm

Autocratic Model:

In the autocratic model, managerial orientation is towards power. Managers see authority as the only means to get the things done, and employees are expected to follow orders. The result is high dependence on boss. This dependence is possible because employees live on the subsistence level. The organizational process is mostly formalized; the authority is delegated by right of command over people to whom it applies. The management decides what is the best action for the employees. The model is largely based on the Theory of X assumptions of McGregor where the human beings are taken inherently distasteful to work and try to avid responsibility. A very strict and close supervision is required to obtain desirable performance from them. Likert's management system can be compared with the model of organizational behaviour. His system (exploitative authoritative) in which motivation depends on physical security and some use of desire for start and better performance is ensured through fear, threats, punishment, and occasional rewards; communications is mostly one-way, that is downward: there is little interaction between managers and employees.

The autocratic model represents traditional thinking which is based on the economic concept of the man. With the changing values and aspiration levels of people, this model is yielding place to others. However, this does not mean that this model is discarded in toto. In many cases; the autocratic model of organizational behaviour may be a quite useful way to accomplish performance, particularly where the employees can be motivated by physiological needs. This generally happens at lower strata of the organization.

Custodial Model:

In the custodial model, the managerial orientation is towards the use of money to play for employee benefits. The model depends on the economic resources of the organization and its ability to pay for the benefits. While the employees hope to obtain security, at the same time they become highly dependent on the organization. An organizational dependence reduces personal dependence on boss. The employees are able to satisfy their security needs or in the context of Herzberg's theory only maintenance factors. These employees working under custodial model feel happy, their level of performance is not very high.

This resembles again to Herzberg's satisfier and dissatisfier. Since employee are getting adequate regards and organizational security, they feel happy. However, they are not given any authority to decide what benefits or rewards they should get. This approach is quite similar to partrimonial approach where the basic assumption is that it is the prerogative of management to decide what benefits are best suited to the employees. Such an approach is still quite common in many business organizations in India. The phenomenon is more predominant in family-managed business organizations where family characteristics have also been applied to the organizational settings. The basic ingredient of the family-managed system is that, parents decide what is good or bad for their children and managers decide what is good for their employees. From this point of view, this model is not suitable for matured employees.

Supportive Model :

The supportive model organizational behaviour depends on managerial leadership rather than on the use of power of money. The aim of managers is to support employees in their achievement of results. The focus is primarily on participation and involvement of employees in managerial decision-making process. The model is based on principles of supportive relationship's of Likert, which is the basic ingredient of his system 4 (participative). Likert states that, the leadership and other processes of the organization must be such as to ensure a maximum probability that in all interactions and all relationships with the organizations each member will, in the light of his background, values and expectation views the experience as supportive and one which builds and maintains, his sense of personal worth and importance. It is quite similar to the assumptions of McGregor's Theory Y. The supportive model is based on the assumptions that human beings move to the maturity level and they expect the organizational climate which supports this expectations. Various organizational processes-communication, leadership, decision-making, interaction, control, and influence-are such that, these help employees to fulfil their higher order needs such as esteem and self-actualization.

Likert has shown that, supportive model is best suited in the conditions when employees are self-motivated. Thus, this emphasizes not on the economic resources of the organization but its human aspect. Manager's role is to help employees to achieve their work rather than supervising them closely. This can be applied more fruitfully for higher level managers whose lower order needs are satisfied reasonably. Organizations with sophisticated technology and employing professional people can also apply this model for getting best out of their human resources. However, this does not mean that, this model can be applied in all circumstances. For example Davis observes that, 'the supportive model tends to be specially effective in nations with affluence and complex technology, because it appeals to higher order needs and provides intrinsic motivational factors. It may not be the best model to apply in less developed nations. Because their employees need structures who are often at lower levels and their social conditions are different'. Morever, this model can be applied more fruitfully for managerial levels as compared to operative levels. As such, the tendency of modern management is to move towards supportive model, especially for their management groups.

Collegial Model :

Collegial model is an extension of supportive model. The term collegial refers to a body of people having common purpose. Collegial model is based on the team concept in which each

employee develops high degree of understanding towards others and shares common goals. The employee response to this situation is responsibility. Employees need little direction and control from management. Control is basically through selfdiscipline by the team members. The organizational climate is quite conductive to selffulfillment and self-actualization. Collegial model tends to be more useful with unprogrammed work requiring behavioural flexibility, an intellectual environment, and considerable job freedom.

The various models of organizational behaviour are based on the assumption of the human characteristics and how they can work best. Since situational variables are strong factors in determining the organizational processes, managers cannot assume that a particular model is best suitable for all purposes and for all situations.

Rather all the models will remain in practice and that too with considerable success. These models are basically constructed around need hierarchy. Since need hierarchy is not similar for all the employees, the same model cannot be used for all of them. The need hierarchy changes with the level of a person in the organization, level of his education, level of maturity, personality factors and the type of work environment. Considering these factors, a particular model can be applied. Organization theorists have argued that there is a tendency to move towards the adoption of supportive model because in this case people may give their best because in other models they do not find conditions conducive to give their best performance. This is why managers are taking a number of steps to humanize their organizations, such as participation, morale building, and so on to make the organizations more effective.

Elements of Organizational Behaviour:

People :
- Individual
- Group

Environment :
- Government
- Competition
- Social Pressures

Structure :
- Jobs
- Relationships

Technology :
- Machinery
- Computer Hardware and Software

Challenges and opportunities for organizational behavior :
- Responding to globalization
- Managing work force diversity
- Improving quality and productivity

- Responding to the labour shortage
- Improving customer service
- Improving people skills
- Empowering people
- Stimulating innovation and change
- Helping employees balance work/ life conflicts
- Improving ethical behavior