

Organizational behavior (OB)

Meaning of Organizational behavior (OB)

A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. It is the study and application of knowledge about how people act as individuals and as groups act within the organisation. It strives to identify ways in which people can act more effectively.

NATURE OF ORGANIZATIONAL BEHAVIOR

1. A Separate Field of Study and not a Discipline Only

By definition, a discipline is an accepted science that is based on a theoretical foundation. But, O.B. has a multi-interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.

2. An Interdisciplinary Approach

Organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analysing organizational behaviour.

3. An Applied Science

The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure

science and O.B. is that while the former concentrates on fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. A Normative Science

Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accepted organizational goals. Thus, O.B. deals with what is accepted by individuals and society engaged in an organization. Yes, it is not that O.B. is not normative at all. In fact, O.B. is normative as well that is well underscored by the proliferation of management theories.

5. A Humanistic and Optimistic Approach

Organizational Behaviour applies humanistic approach towards people working in the organization. It, deals with the thinking and feeling of human beings. O.B. is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualize these potentials if they are given proper conditions and environment. Environment affects performance of workers working in an organization.

6. A Total System Approach

The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioural scientists to analyse human behaviour in view of his/her socio-psychological framework. Man's socio-psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

Fundamental Concept of OB

Like all other discipline/subjects, OB (Organizational Behavior) is also based on certain key elements also called 'Fundamental concepts or assumptions'. There are four key elements in OB. These are people, structure, technology, and the environment in which organization operates.

People

Organizations are run by people. People consist of individuals and groups. Though people have much in common (they become happy by having gains and sad by in losing something valuable), yet they differ from each other. One can find glaring differences in people's trait, intelligence, personality or any such trait. It is, in fact, individual differences the manager cannot adopt one formula or standard across the board for dealing with employees. Instead, manager has to treat employees with individual differences differently. It is because of individual differences, the subject matter of OB begins with individual.

An individual joins organization along with his/her social background, likes and dislikes, pride and prejudices. What is to say is that an individual's family life cannot be separated from organizational life. Therefore, OB studies an individual as a whole person.

Human behavior is always caused. Behavior is directed towards some goals. There is always a cause behind every human behavior or act. For example, when a worker is absent from work, there is a cause behind. The manager must know the cause to solve the problem. People are living, thinking, feeling beings. The manager, therefore, needs to treat them with human dignity, not just like an economic tool.

Structure

Organizations are social systems. There are two types of social systems that exist side by side in an organization. One is the formal and other is the informal social system. The formal relationship of people in organizations is called structure. Different jobs are required to accomplish the organizational goals and objectives. For example, there are managers and employees, accountants and assemblers. These all people performing different jobs at different levels have to be related in some structural way so that their work can be effectively coordinated.

That people need organizations and organizations also need people also comes under the purview of OB. It means that OB is based on mutuality of interest. It is mutual interest that unites people and organization to go side by side for accomplishing individual and organization goals.

Technology

Technology provides the resources with which people work and also affects the tasks that they perform. The great benefit of technology is that it allows people to do more and better work. But, it also restricts people from doing things in various ways. In fact, it has costs as well as benefits.

Environment

All organizations operate within a given internal and external environment. In fact, no organization exists alone. An organization is a part of a larger system that contains other factors or elements, such as a government, the family, and other organizations. All of these mutually influence one another in a complex way. Thus, organizations are influenced by the external environment. Environment,

thus, affects people by influencing their attitudes, working conditions, etc. It will not be less than correct to mention that an organization is the effect for which environment is the cause. Hence, environment also becomes a key element in the study of OB.

Scope of Organizational Behavior

Organisation Behaviour has an important role in the achievement of organisation objectives. Scope of organisation behaviour is as explained below:

Improves The Satisfaction Of Employees

Organisation behaviour is mainly concerned with understanding the nature of peoples working in the organisation. It gives the complete idea of how people will respond to the organisation. This helps employers in treating their employees properly and providing them with better facilities.

Managers handle every employee differently as per their nature. Employees also get work as per their interest and better working conditions. Employees are awarded on the basis of their performance. It leads to increase overall satisfaction level of all employees.

Reduce The Chances Of Conflicts

Conflict is dangerous for successful functioning and growth of every organisation. Every business aims to avoid conflict with their employees. Organisation behaviour helps in developing better relations among employees and also among employer and employee.

There is active participation of every person in decision-making working in the organisation. It avoids all chances of the difference of opinions because the opinion of every individual working is considered. This way it reduces the chances of conflicts and helps in maintaining a peaceful environment.

Facilitates Management

Organisation behaviour is considered as an important and integral part of the management process. It is basically concerned with managing and influencing the individuals working in an organisation. Managers find it easy to manage all the staff when they have a better understanding and knowledge regarding their subordinates.

Organisation behaviour does a systematic analysis of peoples working in the organisation and provides all the required information to employers. It performs analysis of individual behaviour, group behaviour and organisation behaviour. This helps in better management of organisation affairs.

Helps In Motivation

Companies develop a better system of motivating their employees through organisational behaviour. Through organisational behaviour, complete information regarding employee's need and requirement is well understood.

It makes it easy to understand the individual differences and similarities of all people working at different positions within the organisations. Organisations by focusing on their needs and requirements can motivate their employees. Motivated employees work efficiently toward the achievement of the company's goals.

Increases Organisational Efficiency

It aims at increasing the efficiency of the organisation through maximum utilisation of resources. Organisational behavior attempts to reduce the wastage of resources. It helps in the identification of the right type of human skill required for the organisation for better productivity.

Accordingly, the selection and recruitment process is conducted to hire the right peoples. It minimizes the wastage of cost and time involved in these processes.

It also helps to recognise the skills and knowledge of different employees working within the organisation. So accordingly

organisations can design their training and improvement programs to improve their employee's skills. This will increase the effectiveness of organisation programs thereby increasing the overall efficiency.

Develops Positive Attitude

Organisational behaviour develops a positive working environment within the organisation. It leads to co-operation and mutual trust among peoples working in the organisation. It makes it easy to predict the individual's behaviour, needs and requirements. Organisation can accordingly focus on employee's needs and work for their betterment to increase their satisfaction level.

Employees also develop a sense of belongingness towards the organisation when treated properly. They feel that the organisation cares for them. This way the relationship between employer and employee are improved.

Helps in Performance Appraisal

Performance appraisal is an important element for improving the performance of the employees. Employees when awarded for their good performance feel motivated to work better. They look forward to being appraised for their good performance.

Organisational behaviour helps to understand the nature and the manner in which people reacts in the organisation. It enables it to predict how peoples are working as an individual and as a group. Their performance can be measured easily and accordingly, they can be appraised.

Challenges and Opportunities for Organizational Behaviour

The subject Organizational Behaviour is based on certain fundamental concepts, which revolve around the nature of people and organizations. Every discipline, be it a social science or a physical science, will flourish on definite assumptions.

The basic assumptions are:

Individual differences:

Each person in the world is individually different. Each one is different from the other in several ways whether it is intelligence, physique or any such trait. By birth each person is unique and individual experiences after birth make them even more different. It is because of individual differences that Organizational Behavior begins with the individual.

A whole person:

When an individual is appointed his/her skill alone is not hired, social background, likes and dislikes, pride and prejudice are hired.

Caused behavior:

The Behavior of the individuals is not random, it is caused (i.e., he react to some situation). This behavior is directed towards someone that the employees believe, rightly or wrongly, is in his/her interest.

Human dignity:

This concept is more concerned with ethical philosophy than scientific. It confirms that people are to be treated differently from other factors of production because they are of high order in the universe. That is they are to be treated with respect and dignity.

Organizations are social systems:

People need psychological needs, as well as social needs also like social roles and status. Their behavior is influenced by their group as well as by their individual drives. There are two types of social systems. One is the formal and the others the informal

Mutual interest

Mutual interest is represented by the statement that organization needs people and people also need organization. People see organizations as a basis to help them reach their goals , while at the same time

organizations need people to help them to attain their organizational objectives.

Contributing Disciplines to the OB Field - Foundations of Organizational

Behavior

Organizational behavior is an applied behavioral science that is built upon contributions from a number of behavioral disciplines. The main areas are psychology, sociology, social psychology, anthropology, and political science

Psychology

Psychology is the science that attempts to measure, explain, and at times change the behavior of humans and other animals. Early industrial/organizational psychologists were concerned with problems of fatigue, boredom, and other factors relevant to working conditions that could disrupt/ impede efficient work performance. More recently, their contributions have been expanded to include learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision making processes, performance appraisals, attitude measurement, employee selection techniques, work design, and job stress.

Sociology

Sociologists study the social system in which individuals fill their roles; that is, sociology studies people in relation to their fellow human beings. Their significant contribution to OB is through their study of group behavior in organizations, particularly formal and complex organizations.

Social Psychology

Social psychology blends the concepts of psychology and sociology. It focuses on the influence of people on one another. The major challenge deals with the issue of how to implement it and how to reduce barriers to its acceptance.

Anthropology

Anthropology is the study of societies to learn about human beings and their activities. Anthropologists work on cultures and environments; for example, they have aided in understanding differences in fundamental values, attitudes, and behavior among people in different countries and within different organizations.

Political Science

Political science studies the behavior of individuals and groups within a political environment. It focuses on areas, such as, conflict, intra-organizational politics and power.
