

Chapter 1

Introduction to Organizational Behavior

INTRODUCTION-

The study of Organizational Behavior (OB) is very interesting and challenging too. It is related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. It is the human factor that is contributory to the productivity hence the study of human behavior is important.

Managers under whom an individual is working should be able to explain, predict, evaluate and modify human behavior that will largely depend upon knowledge, skill and experience of the manager in handling large group of people in diverse situations.

DEFINITION-

“Organizational behavior is a field of study that investigates the impact that individuals, groups and organizational structure have on behavior within the organization, for the purpose of applying such knowledge towards improving an organizational effectiveness”.

The scope of the organizational behavior is as under:

- (a) Impact of personality on performance
- (b) Employee motivation
- (c) Leadership
- (d) How to create effective teams and groups
- (e) Study of different organizational structures
- (f) Individual behavior, attitude and learning
- (g) Perception

- (h) Design and development of effective organization
- (i) Job design
- (j) Impact of culture on organizational behaviour
- (k) Management of change
- (l) Management of conflict and stress
- (m) Organizational development
- (n) Organizational culture
- (o) Transactional analysis
- (p) Group behaviour, power and politics
- (q) Job design
- (r) Study of emotions

GOALS OR OBJECTIVES OF OB-

- (a) **Describe how people behave under variety of conditions-**Study of organizational behavior is based on scientific methods, which have been applied on human beings. It is a science, that analyses as to how people behave in different situations in the organization. A manager should be able to describe the behavior of each of the individuals under his command, identify attitude and be able to pinpoint his behavior so that the situation in the organization is under control.
- (b) **To Understand why people behave as they do-**Leaders must understand human behavior as to why people behave in particular manner and try to identify reasons so that corrective actions can be taken.
- (c) **To Predict future employee behavior-**By frequent closer interaction, a leader is in a position to identify the nature of workers. Some are more productive while the others are tardy and disruptive. In such situation, a leader should be able to

handle each individual differently so that his or her actions can be channelized to higher productivity.

(d) **To Control partially the behavior-**Managers in the organizations should train their subordinates continuously aim being development of skills, promotion of productivity and improvement of individual behavior. It is a continuous process on the part of manager.

He must lay down control measures so that the energy of workers is diverted towards organizational objectives. Communication should be used to ensure that the behavior of individual is controlled. Environment has a great impact on human behavior. Appropriate internal environment would help organizations to build favorable work environment that will help individuals and groups within organizations to work effectively towards higher productivity.

Organizational Components / Key elements of OB

1. People

People are the main components of any organization that has to be managed. Every individual has a personal goal to be achieved. Organizations must identify the need spectrum of individuals and take suitable steps for its fulfillment to enable them to perform effectively so that they complete their allotted task in time. Relationship between the workers, with subordinates and superiors should be established based on full understanding and complete faith based on mutual trust so that it is easy to communicate and understand each other's views. Work teams and Groups play a vital role in the organization. Individual may have to keep his personal interest aside if it conflicts with team or group goals. Utmost interest of stakeholders, government, employees, social groups and non-governmental

organizations (NGOs) must be kept in mind as they play a dominant role in the society. Apart from the above, adequate consideration should also be given to competitors, regulatory agencies, labour force, suppliers and resource persons.

2. Structure-

There are two types of organizations, formal and informal. Informal organizations do not have a specified structure. Formal organizations are built based upon the objective set for it.

Organizational structure in such organization is hierarchical in nature, with people at each level having their own objectives, which contributes towards fulfillment of overall organizational objectives. In such organization people at lower levels report to higher level managers. The tier system has the principle of unity of command built in it. The organization structure may depend upon the size, number of products/services produced, skill and experience of the employees, managerial staff and geographical location of the organization. The leader must keep an open mind while dealing with subordinates and exercise full control over various systems, levels and ensure planned productivity and achieve high level of job satisfaction.

3. Technology-

Managing technology is an important job of any management. It is an important element of any unit. Selection of technology, procurement, installation, operation and maintenance is important and no compromise should be made in procuring latest or advanced technology.

3. Jobs and task-

Nothing motivates workers better if you give them their entitlements in full and train them to take up higher jobs. By doing so, manager must develop and build an organizational culture that will bind employees to a common cultural bond. During

day-to-day functions, managers must be transparent and maintain a high degree of value system and display ethical behavior. There are no short cuts to this and will pay rich dividends in times to come.

4.External Environment-

External environment also plays an important role in managing the points discussed above. When we talk about managing people in the organization, what we have to study and manage is the influence of culture and its impact on the individual. A manager should examine as to how he is going to cope up with the changes. Study of external environment is very wide and encompasses economic, cultural Job is an assignment assigned to an individual. It encompasses various tasks within it. For example, Personnel manager wants to fill up twelve vacancies in production department within three months. Job will have various tasks inbuilt in it like designing of job specification, selection of media, advertising vacancies, scheduling of selection and recruiting process.

5.Processes-

Management of processes and its inter-dependence is very crucial to high productivity and higher job satisfaction. What is important for a manager is to ensure high morale of the work force. To ensure this, he must identify various managerial dictums. Select appropriate subordinates to carry out a job based on aptitude, personality traits, mental build up and attitude.

Importance/Significance of OB-

- Managing Workplace Diversity- Work force diversity means that organizations are becoming more heterogeneous in terms of gender, physically disabled, elderly, different cultures etc.
- Improving ethical behavior after understanding the mechanism of human behaviour, managers are required to control and direct the behaviour so that it conforms to the standards required for achieving the organisational objectives. Thus, managers are required to control and direct the behaviour at all levels of individual interaction. Therefore, organisational behaviour helps managers in controlling and directing in different areas such as use of power and sanction, leadership, communication and building organisational climate favourable for better interaction.
- It defines authority, power and status of an employee - The behaviors can be controlled and directed by the use of power and sanction, which are formally defined by the organization.
- Organizational behaviour explains how various means of power and sanction can be utilized so that both organizational and individual objectives are achieved simultaneously.
- In making communication- Communication helps people to come in contact with each other. To achieve organisational objectives, the communication must be effective. The communication process and its work in inter-personal dynamics have been evaluated by organisational behaviour.
- Essential to effectively strategy implementation- Organizations, as dynamic entities are characterized by pervasive changes. Organizations have to adapt themselves to the environmental changes by making suitable, internal arrangements such as convincing employees who normally have the tendency of resisting any changes.
- It contains a body of theory, research, application associated when a growing concern for in work place. Its study helps in understanding human behavior. The study of theories and research experiences of organization facilitates manager for creative thinking to solve human problems in organizations
- The environment is changing rapidly making adaptation and change crucial to survival- organizations as closed systems isn't a valid model.
- Improving Quality and Productivity