

Unit II -----Understanding and Managing Individual Behaviour

Human Behaviour

- The Human Behaviour can be taken in the form of Cause-Effect Relationships. As a Manager, one can analyse the causes of behaviour in order to accomplish the specific goals of organisation.
- The predictability of human behaviour is a relative matter. The predictability of human behaviour is affected by large number of variables and each variable is a complex one.
- So as a manager he can best generalize the behaviour to a limited extend and he has to act on the basis of limited information.
- Thus the managing individual behaviour is really an art.

Process of Behaviour

There are THREE models of behaviour process can be developed.

- S-R Model of human Behaviour
- S-O-R Model of human Behaviour
- S-O-B-C Model of human Behaviour

S-R Model of human Behaviour

- This is a Stimulus-Response Behaviour .This is a Traditional Model.
- This model suggests that human behaviour is caused by certain reasons. The reasons are Internal Feeling (Motivation) and External environment (Stimulus).
- Stimulus is an agent (Heat, light, Information) which directly influences the activity of an organism.
- This model does not give the total concept of caused nature of behaviour.

S-O-R Model of Human Behaviour

- This model is developed by inserting O (Organism) in the Traditional model .
- This model is based on the stimulus which is processed by the organism and followed by the behaviour.
- Here O is not passive and it is **Mediating, Maintenance and Adjustive function** between S and R.
- As Mediating function the O is active which scans its surroundings, monitoring its own actions and seeking certain conditions.
- As Maintenance function, Elements of O are responsible for its health and growth. There are three categories of maintenance : Receptors, connectors and effectors.
- The Adjustive function of O monitors the person's activities to overcome obstacles to satisfy his needs.

S-O-R Model of Human Behaviour

- This model by inserting O into the Traditional model gives recognition to the importance of human variables.
- But is still a relatively mechanistic and simplistic approach which does not explain the complex nature of human behaviour.

S-O-B-C Model of Human Behaviour

- This model incorporates a more complex mechanism of human behaviour which modifies and extends S-o-R model .
- Here S –Situation which is more comprehensive than Stimuli. It incorporates a;; the aspects of environment namely immediate stimulus, physical environment and socio-cultural environment.
- O -represents the organism which represents not only the physiological element (as in S-O-R Model) of human but also psychological part which is complex one.
- B -stands for pattern of behaviour which can be covert(Covered) and overt(Open) behaviour.
- C- stands for contingent consequences which is also covert and overt

SOBC Model of human Behaviour

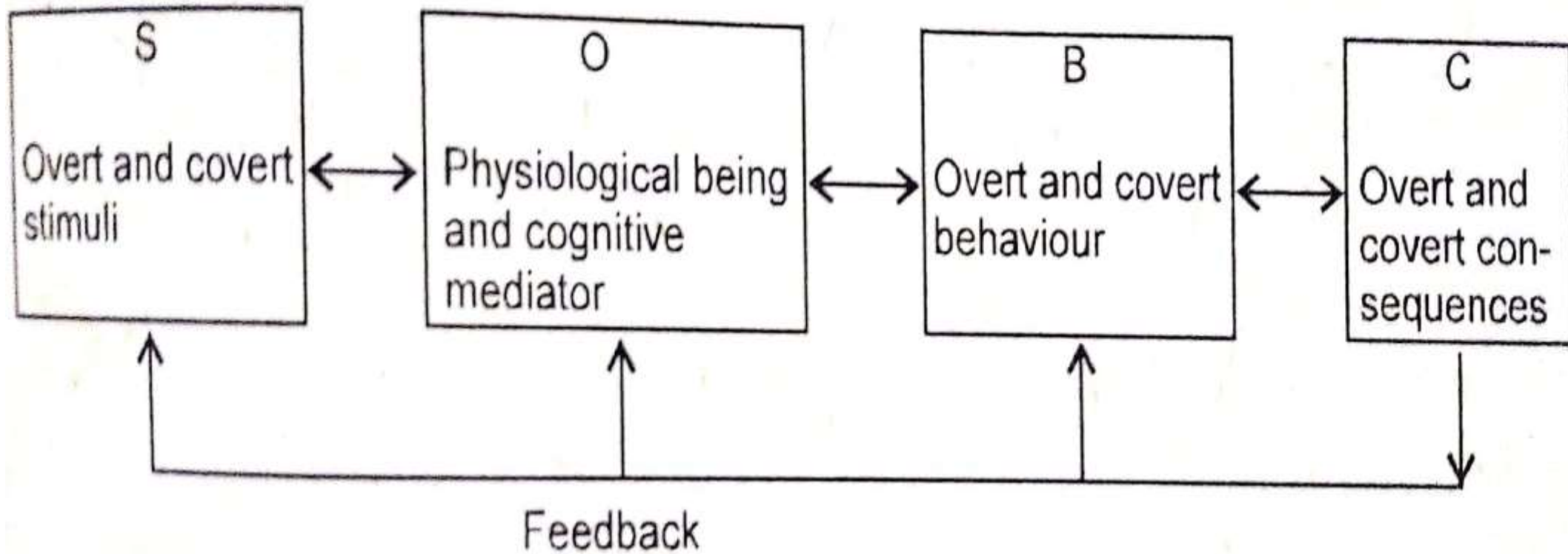


FIGURE 4.1 S-O-B-C model of human behaviour

SOBC Model of Human Behaviour

- In this model behaviour of a person takes place because of interaction of situation (S), Organism (O) and Behaviour pattern (B) and consequences (C) .
- The interaction pattern among various elements of human behaviour is complex
This complexity exists because of:
 - a) There are different variables within each element of model and these elements interact among themselves which affect themselves and others.
 - b) Organism(O) is not only physiological but also a combination of physiological and socio-psychological being. So it has a very significant impact on behaviour. The O interacts with situation and based on his own nature he may perceive the situation accordingly and behave in a particular way.

SOBC Model of Human Behaviour

- The SOBC model tries to explain the process of human behaviour but is a 'bare bone' sketch of behaviour. The understanding, predicting and directing of human behaviour can only be increased when we are able to identify , analyse the different variables which shapes the behaviour.

Individual Differences

- The nature of human behaviour is complex and its understanding should be studied by taking as ‘ Total Man Concept ’.
- This concept is a combination of all factors affecting human behaviour. Any attempt in generalization of human behaviour will be a wrong one as all individuals are different.

If all the individual and environment variables are considered then there can be

1. Differences in behaviour of individual over time(Intra-individual).
2. Differences in behaviour among individuals given same set of stimuli (Inter-Individual).

Nature of Individual Differences

- The individual differences may be reflected in his behaviour. This behaviour may be desirable and undesirable one . But with respect to work individual differences differ in the following aspects.
1. People differ in the importance they attach to intrinsic rewards to the job. People with different psychological makeups respond differently to challenging and routine jobs. So different people attach different degree of importance to rewards and jobs.

Nature of Individual Differences

- People differ in the type of compensation plan they want. Some people like to work under time wage system while some others prefer to work under piece rate system or incentive system.
- People differ in the style of supervision. some people prefer to provide inputs for important decisions while some people does not like to work in such environment and they prefer mostly on the decision of others. People also respond to different styles of leadership and supervision. some prefer to work under autocratic style while others work effectively under democratic or laissez-faire style.

Nature of Individual Differences

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- People differ in the tolerance for stress and ambiguity. Some people do better in stress and ambiguous situations and give their best while other cannot give their best in challenging and stressed environment.

Factors causing individual differences

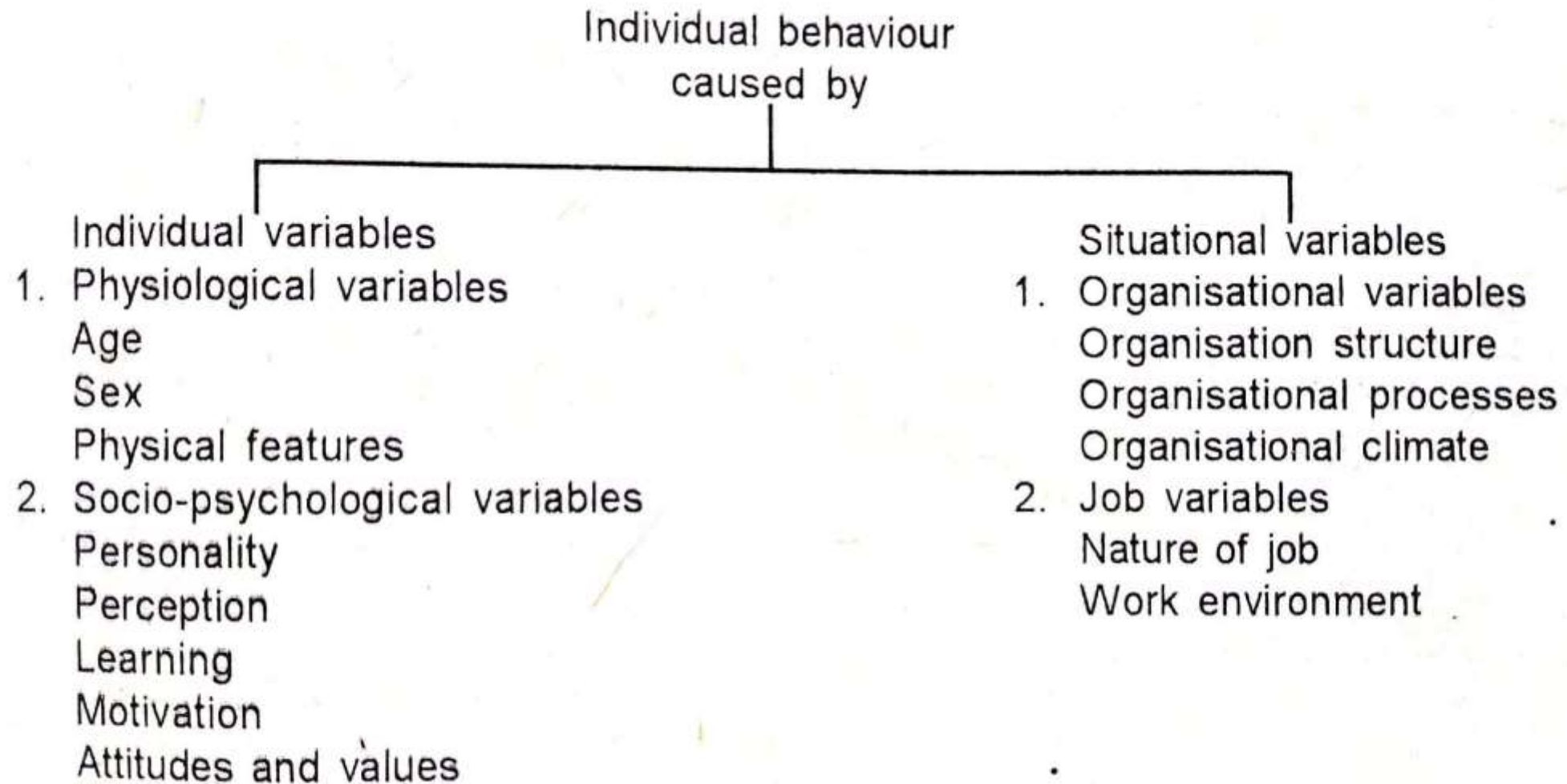


FIGURE 4.2 Factors in individual differences