

Organisational Behaviour

Definition

It is the study and application of knowledge about human behaviour, related to other elements of organisation (like structure, technology and social system).

Nature of OB

It is an emerging separate field of study.so its nature is likely to change over a period of time. But as of now

1. It is a field of study and discipline:
2. It has interdisciplinary approach:

It integrates the relevant knowledge drawn from different disciplines for a specific purpose. The different disciplines are psychology, sociology, anthropology, economics, political science ,law and history.

Nature of OB....contd...

3. It is an applied science: OB concentrates on applied researches.

4. Normative and value centered: OB is a normative science. This says about how the various findings of researchers can be applied to get organisational results. So those which is acceptable by society is a matter of values of people concerned.

5. Humanistic and optimistic: OB focuses on people from humanistic point of view. OB views people are optimistic about the potential of people. The potentials are being independent, creative , predicitive and contributing to the objectives of organisation.

Nature of OB....contd...

6. Oriented towards organisational objective: OB focuses the integration of both types of objective (Individual and organisational) so that it can be achieved simultaneously.
7. A total systems approach: It is an approach which is integrative in nature. It takes into account all variables affecting organisational functioning.

OB and other fields of study

- OB and Behavioral Science
- OB and Human Relations
- OB and Organisational Theory

Understanding Human Behaviour

OB can be understood at Individual level, Interpersonal level, Group level and Intergroup level.

Individual Level:

- OB helps in understanding human behaviour.
- This behaviour is affected by large number of factors like psychological, social, cultural etc.
- OB integrates these factors to understand human behaviour.

Interpersonal level:

- The interpersonal level of understanding OB is by understanding Interpersonal interaction. The interaction can be influence of one's peer , effect of working relationship (Superior-subordinate relationship).
- The other interpersonal level of understanding OB is by Role analysis , Transactional analysis.

Understanding Human Behaviour ..contd

Group level:

- Even when interaction occurs at interpersonal level, group pressure is an important force in shaping human behaviour.
- The various group level understanding of OB are Norms, cohesion, goals, procedures of group.

Intergroup level:

- A organisation is made up of many groups which develops a complex relationship. Intergroup relationship may be co-operation and competition.
- Co-operative relationship helps organisation to achieve its objectives. Thus to understand co-operative group relationship there should be rotation of members in a groups., etc.

How to control and Direct Human Behaviour

- Use of power and sanction: The human behaviour inside an organisation can be controlled and directed by use of power and sanction.
- Leadership: The use of different styles of leadership by managers is according to the human behaviour. So by analysis which style is more appropriate is given situation .This helps to control and direct human behaviour.
- Communication: People in an organisation spend considerable time in communicating to achieve organisational effectiveness. The various factors that affect communication can be analysed. By this way we can control and direct human behaviour.
- Organisational climate: It refers to total organisation's situations affecting human behaviour. OB suggests that developing appropriate climate in total is essential to control human behaviour.

How to control and direct human behaviour...contd

- Organisational adaptation: All organisations have to adapt to a changing environment. So managers have to face problems like identifying the need for change and then implementing change without affecting the need for satisfaction of organisational people.

Models of OB

- Autocratic Model
- Custodial Model
- Supportive Model
- Collegial Model

Autocratic Model

- In this model the managerial orientation is towards power, employee orientation is obedience , employees basic need is subsistence and performance result is Minimum.
- The managers view authority as the means to get things done and employees are expected to follow orders. This leads to high dependence on boss.
- This model is largely based on theory X assumptions of McGregor where human beings are inherently distasteful to work and avoid responsibility. So strict and close supervision is needed to obtain desirable performance.

Custodial Model

- The managerial orientation is towards use of money to pay for employees benefits, employee orientation is security and benefits employee
- This model depends on the economic resources of the organisation and its ability to pay for the benefits. The employees hope to obtain security so they become highly dependent on the organisation.
- As the employees dependent on organisation is high so the dependence on managers reduces.so the employees are able to satisfy their security needs
- The employees working under custodial model type of organisation are happy their performance levels is not high.
- Here employees are getting adequate rewards and security so they feel happy. But they are not given adequate authority to decide what benefits they should get.
- This type of model exists more in family-managed business , here managers decide what is good for their employees. This model is not suitable for matured employees.

Supportive Model

- This model of OB depends on managerial leadership. The aim of the managers is to support employees in their achievement of results.
- The main aim of this model is primarily on participation and involvement of employees in managerial decision making process.
- This model is based on the assumptions that human being move to maturity level and they expect the organisational climate to support their expectation.
- In this model managers role is to help employees to achieve their work rather than supervising them closely.so this model is applicable to organisations which uses sophisticated technology and employ professional and high level managers.
- This model can be applied to managerial levels and not at operational levels in organisation.
- So organisation which favours development of managers tend to move more towards supportive model.

Collegial Model

- The term 'collegial' refers to body of people having common purpose.
- This is an extension of supportive model. This model is on the fact that each employee develops high degree of understanding towards others and share common goals.
- Here employees need little direction and control from management, this control is through self discipline by team members.
- This model is more useful with unprogrammed work which requires behavioural flexibility , intellectual environment and considerable job freedom. This model expects employees to be more responsible.