

# Organization Behaviour

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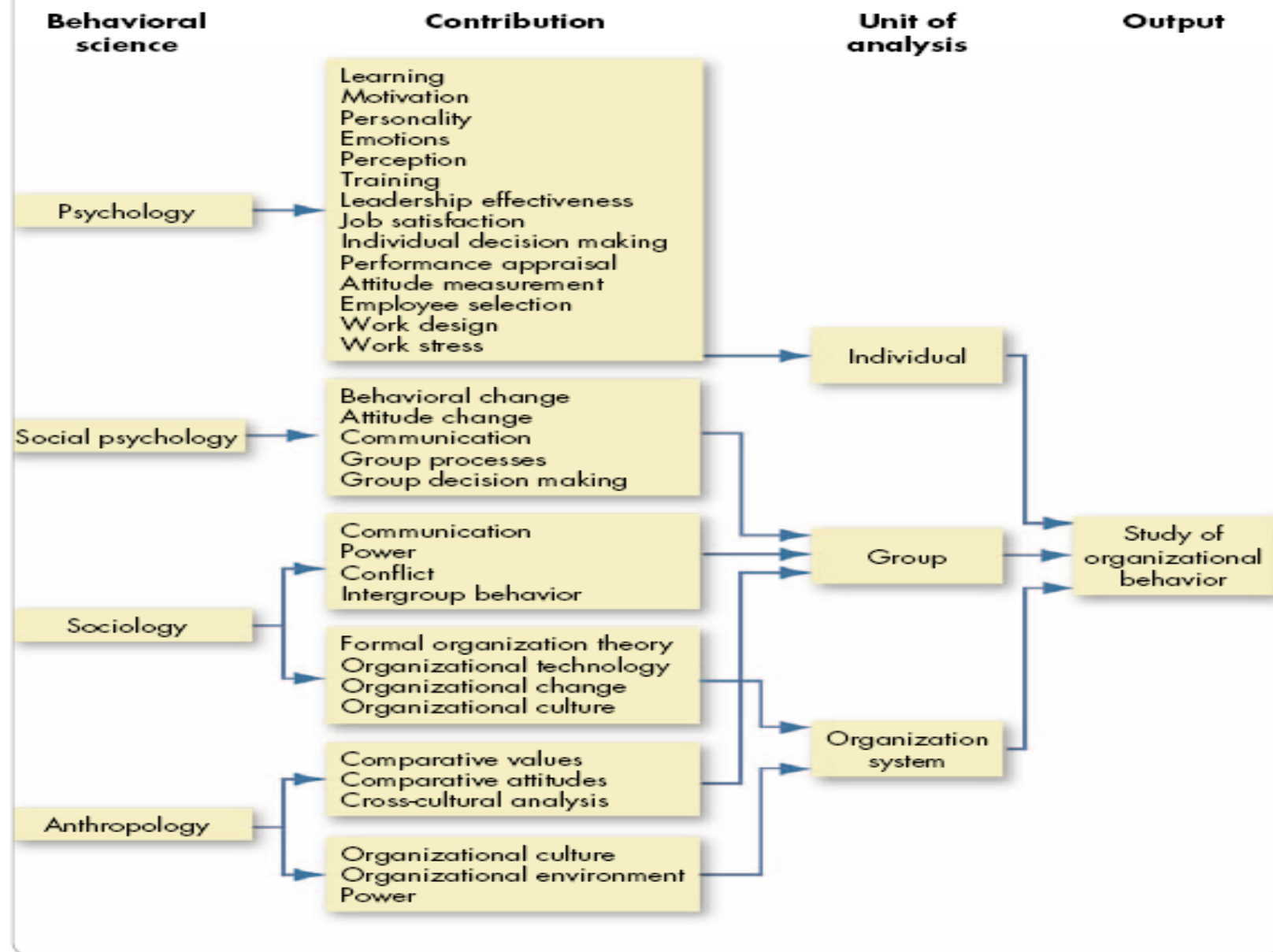


# Learning Objectives

- Provide an overview of the Organizational Behaviour as an interdisciplinary study
- Explain the concept and contours of Organizational Behaviour
- Relate theoretical frameworks that serve as foundations for models of organizational Behaviour

# Organizational Behaviour (OB)- Concept & Contours

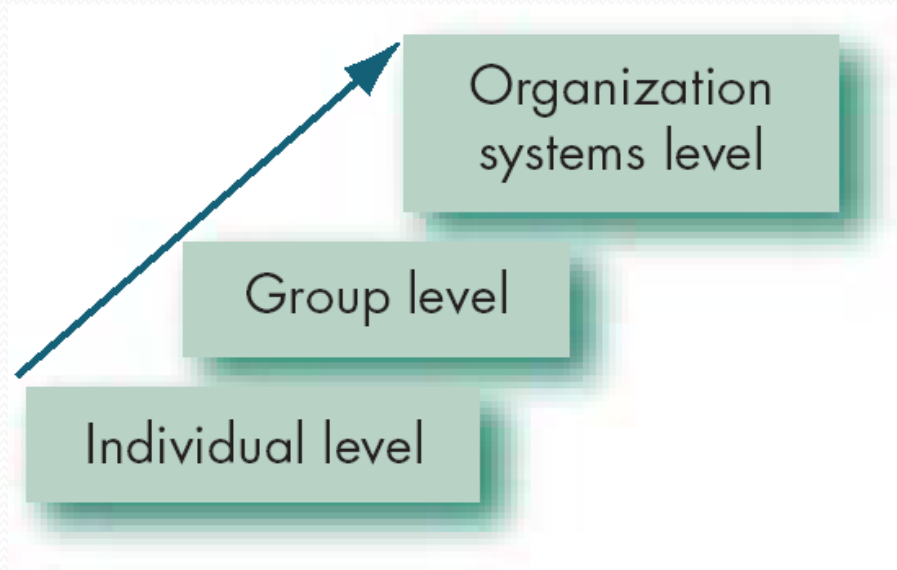
- OB is the body of knowledge and skill that helps to understand, analyze, predict, and manage human behaviour at work.
- The body of knowledge is enriched by social sciences such as psychology, sociology, anthropology, economics, philosophy, politics, law, ethics and moral sciences, there by resorting to an inter-disciplinary approach. In a limited way biological sciences like human anatomy and genetics, and physical and environmental sciences have influenced the OB theories.

**Exhibit 1-3****Toward an OB Discipline**

Source: Robbins S.P., Judge Timothy, Vohra N, Organizational Behaviour

# OB Model

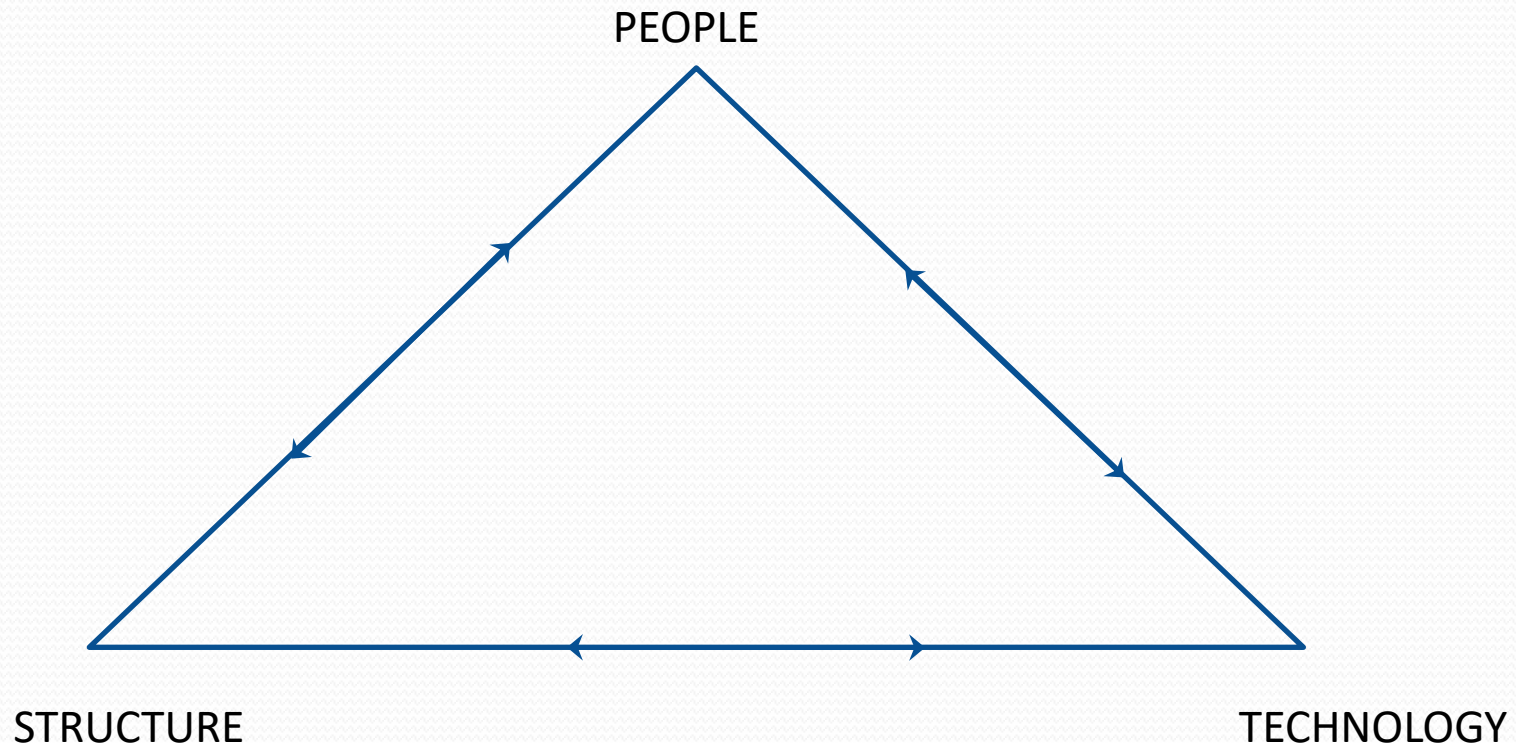
- Our OB model has three levels of analysis
  - Each level is constructed on the prior level



# Organizational Behaviour (OB)-Concept & Contours

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- OB combines two terms namely; organization and behaviour.
- Organization is represented by pyramid design comprising people, structure and technology as depicted below:



# Features of different Components of organization

- Individual differences, whole person (Gestalt theory), and human dignity are the features of People component.
- The machines, tools and methods of production along with the technical know-how and skills indicating the human face of technology compose the Technology component.
- Structure is created by the interface between People and Technology. It embodies authority-subordinate structure reflected in the hierarchy; functional specialization and division of labour depicted in its lateral or horizontal form. It also involves human engineering (man-machine compatibility); ergonomics (man-working environment adjustment); processes inclusive of vision, mission, goal, policies and rules providing the energy and purpose to the structure.

## Behavior- Meaning and Models

- Behaviour is activity. Manifestation is essential to be recognized as behaviour. Latent state of mind is the psyche of which cognition is an important feature.
- Cognition is an inherent ability to comprehend, compare and cognize. It is the cognitive ability that receives, organizes and responds to external stimulus thereby playing a crucial role of bringing about parity between the latent state of mind and manifest behaviour.
- Sigmund Freud's Id, Ego and Super ego (Psycho-analytical School) and Eric Bernie's Child, Adult and Parent Ego models (Transactional Analysis) greatly explain the cognitive dissonance (Leon C. Festinger) leading to behavioural aberrations.



# Behavior- Basic Models

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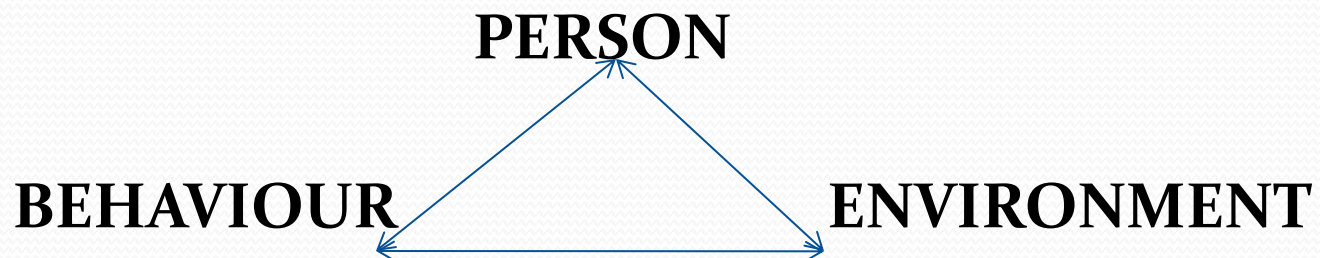
**Model is an abstraction of reality and a simplified representation of some real-world phenomenon**

- Behaviour is caused. Stimulus is the cause which shapes the response (manifest behaviour). It is captured by the Stimulus-Response model (S-R) espoused by the Classical Conditioning theory (Ivan Pavlov).
- Behaviour is shaped by consequences. Behavior resulting into pleasant consequences will be repeated and behaviour resulting into unpalatable consequences will extinguish. This is explained by the principle of hedonism, by the cognitive theory advanced by Edward Tolman that “behaviour is purposive” and by the more scientific explanation of Response-Stimulus model (R-S) propounded by the operant conditioning theory (B.F.Skinner).
- The Antecedents-Behaviour-Consequence (ABC) model converges the above two facets of behaviour namely “Behaviour is caused” & “Behaviour is shaped by consequences”.

## Behavior- Basic Models

contd...

- Stimulus – Organism- Response (SOR) model attempted to focus on the organism i.e. ‘individual differences’ characteristic of people, indicating the fact that same stimulus may not result in same response due to organism interventions.
- The Stimulus-Organism-Behaviour-Consequence (SOBC) model (Fred Luthans) takes the best of all models such as S-R, R-S and S-O-R inclusive of the whole person and human dignity features of people. It is captured by the Social Learning theory of Albert Bandura. Organizational behaviour although focuses on human behaviour at work; yet, in reality it encompasses the whole gamut of human behaviour. It is represented by the diagram:



# The models of organizational behaviour

	Autocratic	Custodial	Supportive	Collegial	System
Basis of Model	Power	Economic resources	Leadership	Partnership	Trust, Community, Meaning
Managerial Orientation	Authority	Money	Support	Teamwork	Caring, compassion
Employee Orientation	Obedience	Security and benefits	Job performance	Responsible behaviour	Psychological ownership
Employee psychological result	Dependence on boss	Dependence on organization	Participation	Self discipline	Self motivation
Employee needs met	Subsistence	Security	Status and recognition	Self actualization	Wide range
Performance result	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm	Passion and commitment to organizational goals.

Source: Organizational behaviour-Human behaviour at work by John W Newstrom, 12th edition, McGrawHill Publication, pp30

# Approaches to OB

- The ultimate purpose of OB is to predict and manage human behaviour, which cannot be achieved unless behaviour is understood and analyzed.
- The Inter-disciplinary approach helps in the process of understanding and analysis of OB.
- Other three approaches namely the Human Resource, Contingency and systems approaches help in predicting and managing the OB.
- The SOBC model and Social Learning theories adopt to the System model of OB, which is universally accepted.

# SYSTEM VIEW OF OB

THROUGHPUT

INPUT

Objectives &  
Resources

FOS

IS

SS

OB

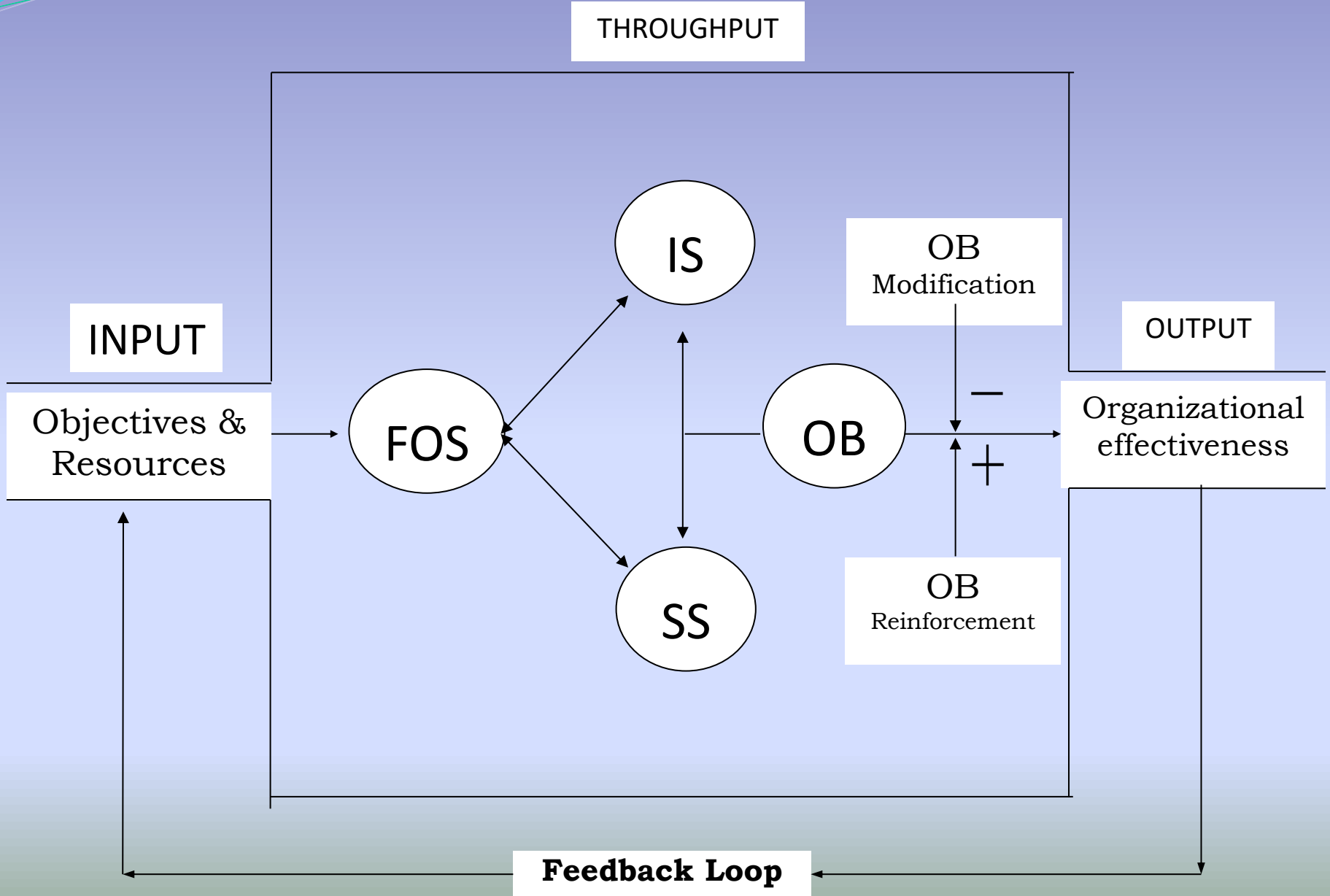
OB  
Modification

OB  
Reinforcement

OUTPUT

Organizational  
effectiveness

Feedback Loop



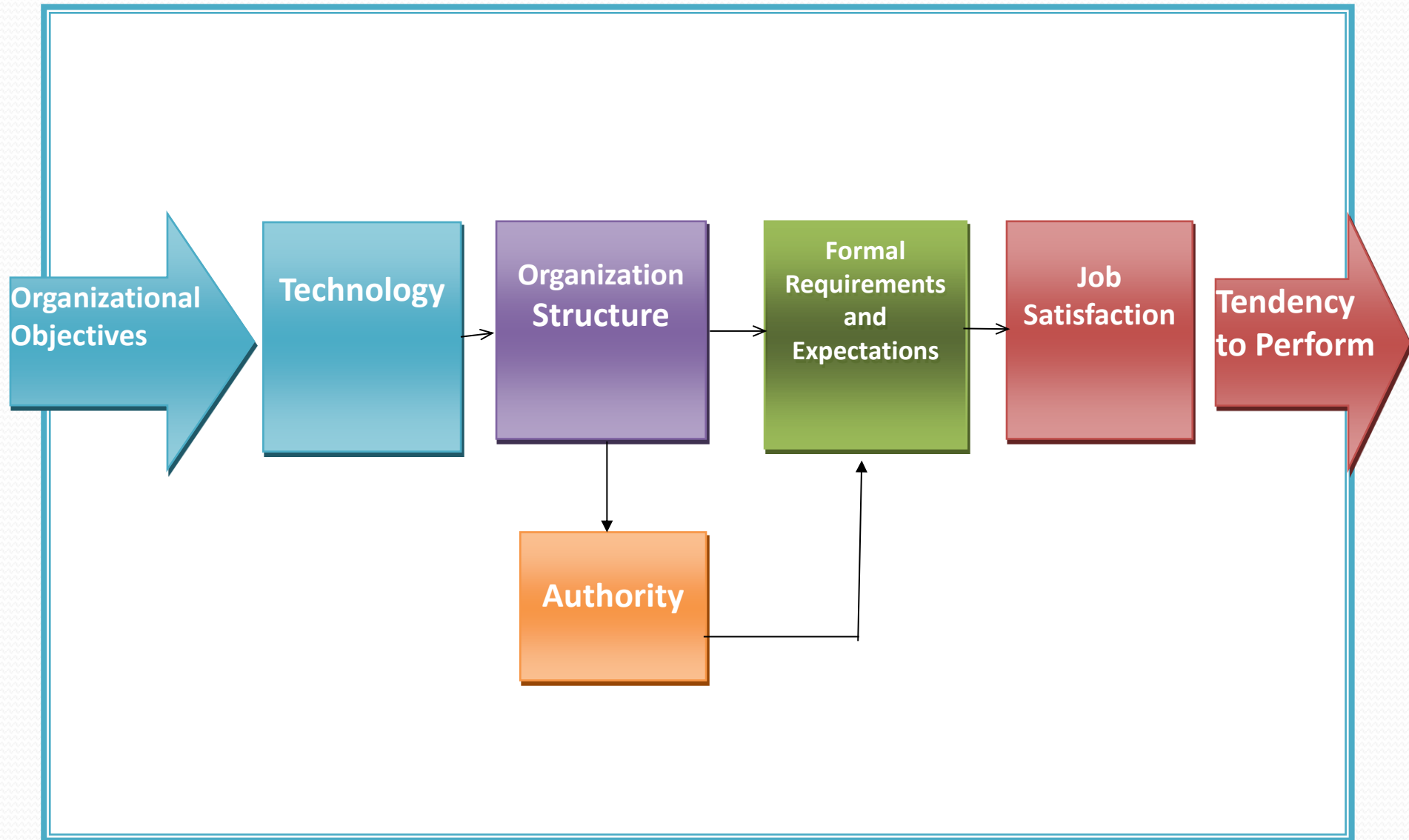
## Explanation of the System View of OB

- Organizations have to pursue socially approved objectives.
- No organization has its own resources. These are allocated to the organization by the society to pursue socially approved objectives. Objectives and resources, thus are inputs drawn by the organization from the larger society.
- The throughput in OB system is composed of Formal Organization System (FOS) placed in juxtaposition to Individual System (IS) and Social System (SS).
- The interface between the three in which the FOS is in the driver's seat influencing the IS and SS result into organizational Behaviour.

## Explanation of the System View of OB contd...

- OB is not an end in itself. Rather, it is a means to achieve the main output of OB system namely; the organizational Effectiveness.
- OB can be both positive and negative. Positive behaviour of people at work need reinforcement, as much as the modification of negative behaviour. Thus reinforcement and modification are intervention strategies to channelize the behaviour contributing to performance leading to Organizational Effectiveness.
- Effective organizations are those which achieve their goals, can adjust as a system with the vagaries of change brought about by the environment and manage the interfaces with other segments of the larger system as a sub system.

# FORMAL ORGANIZATION SYSTEM (FOS)

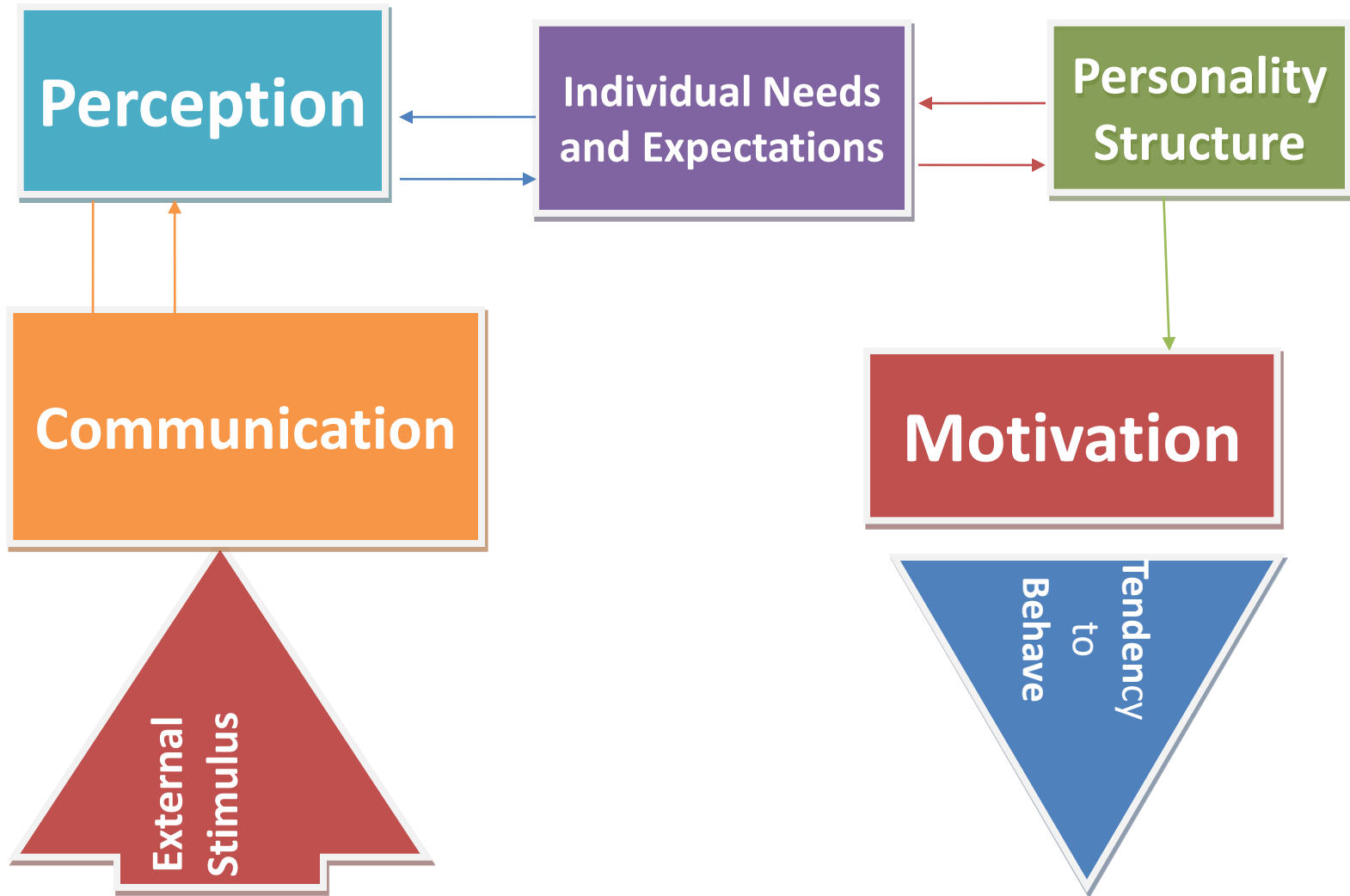




# Explanation of FOS

- Objectives of organization embody the input to the FOS.
- Technology is essential for translating the objectives into concrete results.
- The interface between technology and human resource culminate into a structure.
- The structure represents both the hierarchy and functional specialization with policies and rules binding them into an organic unity. The hierarchy defines the authority-subordinate relationship.
- The formal requirements and expectations of the organization from its people is expressed In the vision, mission and goal statement that which is influenced both by external environment and internal imperatives. The role of authority is to ensure compatibility between organization's expectations and employee interests so that the organization gets the best performance from its people and the employees derive job satisfaction.
- Such a win-win situation will lead to a tendency to perform among the human resource, which is the output of the FOS.

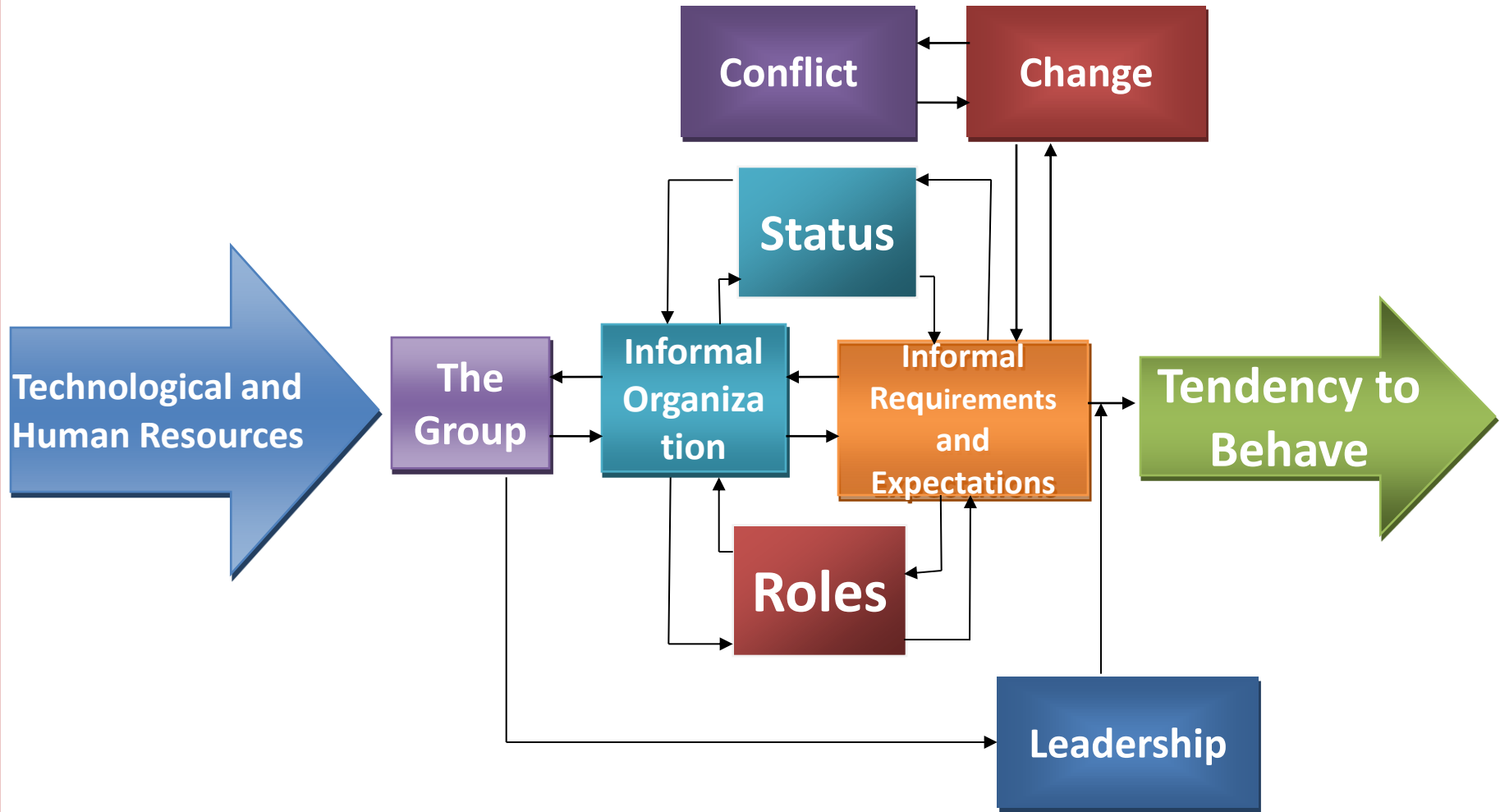
# INDIVIDUAL SYSTEM (IS)



## Explanation of IS

- The external stimulus for individual's behaviour at work can come from two sources, namely; direct and indirect.
- The direct source is the organization, whose logic can be traced to theory 'Y' as opposed to theory 'X' i.e. human behaviour is not caused by the inherent nature of a person, but by one's experience in the organization.
- The indirect source is the larger society in which the individual has been groomed as an organism and the SS which is the prevalent socio-technical system in the organization (Hawthorne Experiments).
- Communication is the only tool available with the FOS to establish interface with the IS and vice versa.
- Communication is filtered through a perceptual process which is influenced by the individual needs and expectations and personality. The motivation as an embodiment of one's commitment to work and organization shapes the behaviour of a person.
- The tendency to behave, hence is the output of the IS

# SOCIAL SYSTEM (SS)



## Explanation of SS

- Group is the main focus of SS. The Technology as an input creates the formal groups for proper allocation and performance of work necessary for utilizing the technology .
- The Human resource as an input tend to form informal group (organization) which embodies the expectations and requirements of the members of the group.
- The informal group has the norms which allot roles to its members and assign a status to every member.
- An informal leader emerges in the group enjoying personal power rather than position power. The informal leader has greater acceptance than the formal leader.
- The FOS has to recognize the prevalence of the informal organization and its positive potential for facilitating change as well as negative potential for generating conflict.
- The IS is caught between the commands of the FOS and demands of the SS. Therefore, the FOS in order to make use of the IS has to integrate the SS with its goals.

# The Synergy

- The output of IS and SS is tendency to behave. The output of FOS is tendency to perform.
- This establishes a link between behaviour and performance. While performance is behaviour, all behaviours do not culminate into performance.
- Therefore, the FOS which aspires for performance and effectiveness has to integrate the IS and SS into its plan of action. This integration is possible through interventions characterized by modification and reinforcement.
- Thus, OB puts all onus on FOS for the behavioural aberrations of both the IS and SS.
- Those who manage FOS can take cue from the different approaches and models of OB to achieve integration between the FOS, IS and SS.

# Roles

- Role is defined as an organised collection of behaviours belonging to an identifiable function or position
- Mintzberg (1973) identified ten separate roles in managerial work
- For performing these roles, 3 managerial skills are identified by Robert L. Katz

# Managerial Roles

- Interpersonal roles
  - Figurehead, leader, liaison
- Informational roles
  - Monitor, disseminator, spokesperson
- Decisional roles
  - Disturbance handler, resource allocator, negotiator



## **Interpersonal**

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Figurehead	Symbolic head; required to perform a number of routine duties of a legal or social nature
Leader	Responsible for the motivation and direction of employees
Liaison	Maintains a network of outside contacts who provide favors and information

## **Informational**

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Monitor	Receives wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

## Decisional

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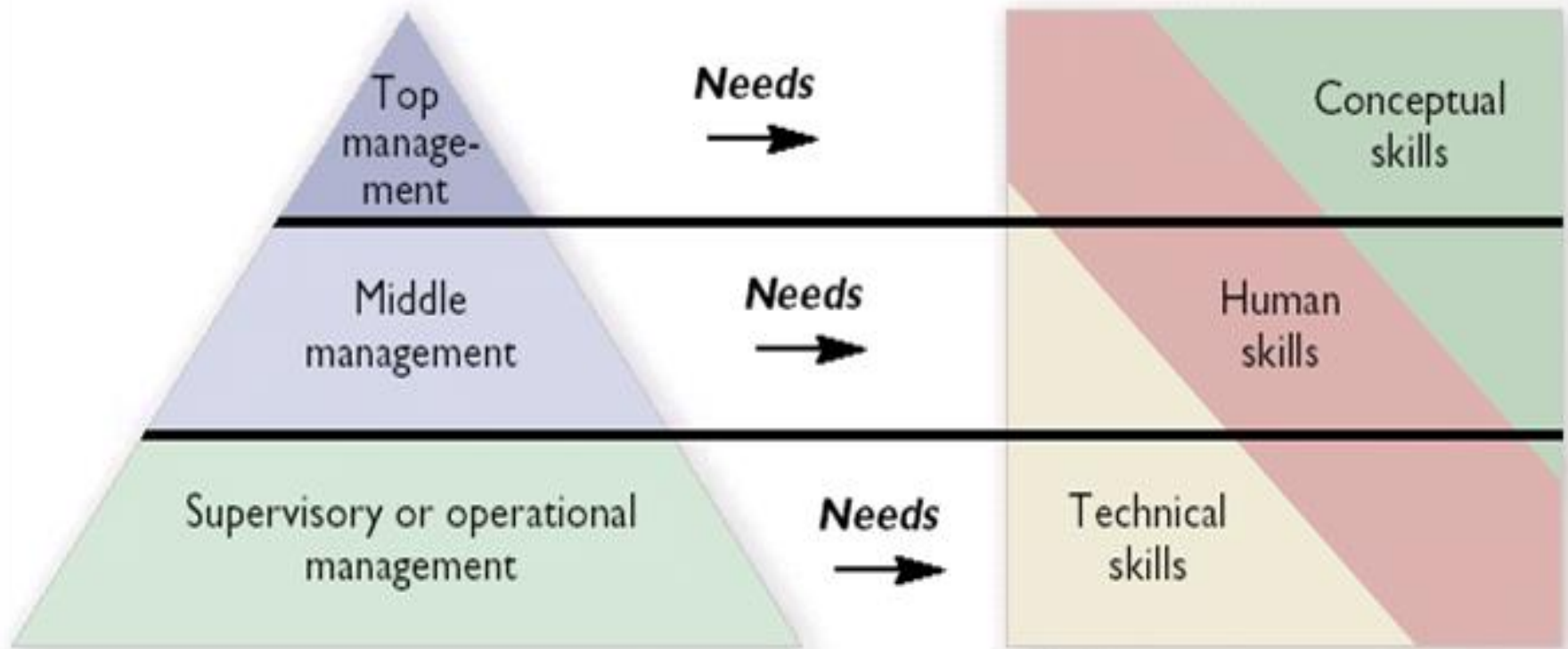
Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

# Managerial Skills (Robert L. Katz)

- Technical skills
  - Knowledge and proficiency in a specific field
- Human skills
  - The ability to work well with other people
- Conceptual skills
  - The ability to think and conceptualize about abstract and complex situations concerning the organization

## MANAGEMENT LEVELS

## SKILLS NEEDED



*As a manager moves from the supervisory to the top-management level, conceptual skills become more important than technical skills, but human skills remain equally important*

# Reference

1. Organizational Behaviour by Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, 15th ed, Pearson
2. Organizational behaviour-Human behaviour at work by John W Newstrom, 12th edition, McGrawHill Publication
3. Organizational Behaviour by Fred Luthans, 8<sup>th</sup> edition, Irwin McGraw-Hill



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