

Introduction of Organization Behavior

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Organizational Behavior tries to understand human behavior in the organization. OB is a part of total management but plays a very important role in every area of management and has been accepted by all the people concerned.

Concept of Organization

An organization refers to a formal social group that is deliberately created and maintained to achieve some intended goals. In other words, an organization is a place where a group of individual with different skills and background are brought together to perform specific duties. Their tasks are supervised and coordinated by managers.

Concept of Behavior

Behavior is a way of action. It is what a person does. More precisely, behavior can be defined as the observable and measurable activity of human being. It can include anything like decision making, handling of machine, communication with the other people, reaction or response to an order or instruction.

Concept and Meaning of Organization Behavior (OB)

Organizational behavior is the study of the human behavior in an organization. Organization cannot be thought without human resources but human resources do act in the different ways. Human resource is the most dynamic resources among all resources of the organization because of its feeling and interpretation. No two individual are likely to behave in the same manner in a particular work situation. Managers should be able to predict and expected behavior of an individual in group. Thus, it is essential to know the way people interact within groups.

The main objective to the study of organizational behavior is to apply scientific approach to manage human resources. Different theories of organization behavior are used for human resource management purpose to maximize the output from individual and group members. This study is most commonly.

Definitions of OB

According to Fred Luthans- "OB is directly concerned with the understanding, predicting and controlling of human behavior in organizations."

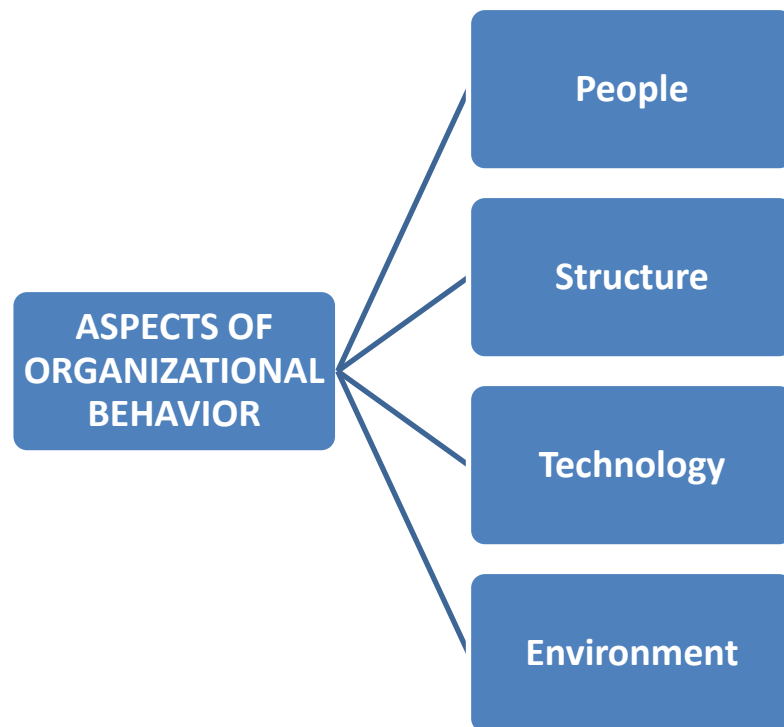
According to Stephen P Robbins - “Organizational behavior is a field of study that investigates the impact that individuals, groups and structure have on behaviors within the organizations for the purpose of applying such knowledge towards improving organizations effectiveness”.

According to Raman J Aldag – “Organizational behavior is a branch of the social sciences that seeks to build theories that can be applied to predicting, understanding and controlling behavior in work organizations”.

By analyzing the above definitions, we can define OB as a behavioral Science that states about :

- Nature of Man
- Nature of the Organization
- Knowledge of human would be useful in improving an organization’s effectiveness.

FUNDAMENTAL ASPECTS OF ORGANIZATIONAL BEHAVIOR



People: This element is the soul of the Organization because people work to achieve the target of Organization and Organization works to fulfill the needs of individual or group of individuals. The word people can be anyone who is working inside the Organization, like employees or any external person like supplier, customer, auditor, or any government official.

Structure: It is the body of the Organization which is to be taken care of to bring coordination between different levels of Organization, because Organization does not work aloof and is dependent on people

which again work on the concept of division of labor. So, there is always a hierarchy in Organization which if not properly dealt with can mess the system because of nil scrutiny and flow of control.

Technology: Organizations work on technologies to help people in efficiently doing their work. Same technology does not apply to each Organization but different Organizations demand different technologies for their different line of businesses e.g. bank needs mediating technology which connects customers and bankers, Manufacturing companies need long linked technology because of their assembly line process, and hospitals work on intensive technology because of their responsibility to provide specialized services in terms of doctors and medical equipments.

Environment: Organizations are influenced by the environment in which they work, at a substantial level. Environment is important to Organizations because of the following factors: # Supply and demand comes from this environment.

Nature of OB

OB is the study of human behavior in the organization. Whenever an individual join an organization he/she brings with him/her unique set of personal characteristics, experiences from other organizations and a personal background.

At first stage, OB must look at the unique perspective that each individual brings to the work setting.

At second stage, OB is to study the dynamics of how the incoming individuals interact with the broader organization. No individual can work in isolation he/she comes into contact with the other individuals and the organization in a variety of ways:

The OB must be studied from the perspective of the organization itself because an organization exists before a particular individual joins in and continues to exist after he or she left the organization. Thus, we can say that we cannot study individual behavior completely without learning something about the organizations. On the other hand, we cannot study the organizations without studying the behavior of the individuals working in it. This is because the organization influences and is influenced by the people working in it.

Importance of OB

1) OB provides a road map to our lives in organizations: - People bring to their work place their hopes and dreams as well as their fears and frustrations. Much of the time, people in organizations may appear to be acting quite rationally, doing their fair share of work, and doing about their tasks in a civil manner. Suddenly, a few people appear distracted, their work slips, and they even get withdrawn. Worse still, one may find someone taking advantage of others to further his or her personal interest. Such a range

of human behaviors makes life in organizations perplexing. But those who know what to look for and have some advance ideas about how to cope with pressures are more likely to respond in ways that are functional, less stressful, and even career-advancing. Therefore, OB need to map out organizational events so that employee can function in a more secure and comfortable environment.

2) A Manager in a Business Establishment is concerned with Getting Things Done Through

Delegation:- He or she be successful when he or she can motivate subordinates to work for better results. OB will help the manager understand the basis of motivation and what he or she should do to motivate subordinates.

3) The field of OB is useful for improving Cordial Industrial/Labor Relations:- If an employee is slow in his/her work, or if his/her productivity is steadily declining, it is not always because of a poor work environment. Often the indifferent attitude of the boss makes the worker lazy. Similarly, reluctance of the management to talk to union leaders about issues might provoke them to give a strike call. In other words, relations between management and employees are often strained for reasons which are personnel issues, not technical. Human problems need to be tackled humanely. OB is very useful to understand the cause of the problem, predict its course of action, and control its consequences. The field of OB serves as the basis for human resource management.

4) OB helps in motivating employees: - OB helps manager to motivate the employee bringing a good organizational performance automatically that leads to job satisfaction. It helps managers to apply appropriate motivational tools and techniques in accordance with the nature of individual employees.

5) OB helps effective utilization of human resources: - OB helps managers to manage the people's behavior and the organization effectively. It enables managers to inspire and motivates employees towards high productivity and better results.

Contributing Disciplines of OB

1) Psychology: - The terms psychology comes from the Greek word 'Psyche' meaning soul or spirit. Psychology is the science that seeks to measure, explain and sometimes change the behavior of human beings. Psychology studies processes of human behavior, such as learning, motivation, perception, individual and group decision-making, pattern of influences change in organization, group process, satisfaction, communication, selection and training also such above concepts are used in Organization Behavior.

2) Anthropology :- The term anthropology combines the Greek term 'anthropo' meaning man and the noun ending 'logy' meaning science. Thus, anthropology can be defined as the science of man. It is also known as 'science of humanity'. It studies the relationship between individuals and their environment. The major contributions of Anthropology in the field of OB are Comparative values, Comparative attitudes, Cross-culture analysis, Organization environment etc.

3) Political Science :- Political science is the branch of social science which deals with political system and political behaviors. In other words, political science helps us to understand the dynamics of power and politics within organizations Which includes conflict resolution, group coalition, and allocation of power etc. The main contributions of political science in the field of OB have been concerned mainly with Conflict, Intra-organizational policies and Power.

4) Economics :- Economists study the production, distribution and consumption of goods and services. The economic conditions of a country have long lasting impact on organizational behavior. If psychological and economic expectations of employee are met, they are satisfied and become high performers. Economic systems include financial, commercial and industrial activities which have greater influences on the behavior of the people.

5) Engineering :- Engineering also influences organizational behavior. Some topics are common to engineering as well as organizational behavior e.g. work measurement, productivity measurement, work flow analysis, work design, job design and labor relations etc.

6) Medical Science :- Stress is becoming a very common problem in the organizations. Research shows that controlling the causes and consequences of stress in and out of organizational settings, is important for the well being of the individual as well as the organizations. Medicine helps in the control of stress as well as stress related problems.

7) Sociology :- Sociology also has a major impact on the study of organizational behavior. Sociology makes use of scientific methods in accumulating knowledge about the social behavior of the groups. Sociology contributes to organizational behavior through the study of interpersonal dynamics like leadership, group dynamics, communication etc.

Application of OB in Management

1) Responding to Globalization :- Organization in recent days has changed the style of working and tries to spread worldwide. Trapping new market place, new technology or reducing cost through specialization or cheap labour are few of the different reasons that motivates organizations to become global.

2) Managing Workforce Diversity :- The increasing heterogeneity of organizations with the inclusion of different groups. Whereas globalization focuses on differences among people from different countries. "Workforce diversity has important implications for management practice. Managers will need to shift their philosophy from treating everyone alike to recognizing differences and responding to those differences in ways that will ensure employee retention and greater productivity while, at the same time, not discriminating".

3) Improving Quality and Productivity :-

a) Total Quality Management (TQM) It is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes.

1. Intense focus on the customer
2. Concern for continuous improvement
3. Improvement in the quality of everything the organization does
4. Accurate measurement
5. Empowerment of employees.

b) Reengineering Re-engineering Reconsiders how work would be done and the organization structured if they were being created from scratch. "It asks managers to reconsider how work would be done and their organization structured if they were starting over".

4) Improving people skills:- It will help management to better plan and respond to changes in the workplace. employee relationship is also showing change in the modern era. Employer Employers are no more autocrats and participative style of leadership welcomed. Flexible working hours and increased is authority motivates employees to perform to their best. Management now welcomes upward communication and participation of lower level employees in the decision making process.

5) Stimulating Innovation and Change:- "Today's successful organizations must foster innovation and master the art of change or they'll become candidates for extinction. An organization's employees can be the impetus for innovation and change or they can be a major stumbling block. The challenge for managers is to stimulate employee creativity and tolerance for change.

6) Work-life Balance :- Achieving a work-life balance between work and other important aspects of life is a big challenge today in every organization. It can be tough to make time for family and work. Hence, Employers can help employees to achieve work-life balance by instituting policies, procedures, actions, and expectations that enable them to pursue more balanced lives, such as flexible work schedules, company sponsored family events and activities etc.

7) Improving People Skills :- Possessing people skills is essential to have success in today's organizations. Employees needs to improve their skills through a little effort and showing basic common courtesy in their business dealings like being polite, avoiding conflict, listening, appreciating etc. On the other hand employers' should also concentrate more on training employees with this above context.