

BPCC - 112 ORGANIZATIONAL BEHAVIOUR



“शिक्षा मानव को बन्धनों से मुक्त करती है और आज के युग में तो यह लोकतंत्र की भावना का आधार भी है। जन्म तथा अन्य कारणों से उत्पन्न जाति एवं वर्तमान विषमताओं को दूर करते हुए मनुष्य को इन सबसे ऊपर उठाती है।”

— इन्दिरा गांधी



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“Education is a liberating force, and in our age it is also a democratising force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances.”

— Indira Gandhi

ORGANIZATIONAL BEHAVIOUR

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COURSE INTRODUCTION

The course on Organizational Behaviour consists of four blocks which gives you an idea of the concept of organizational behaviour, individual level processes, interpersonal processes and organizational processes that take place in organizations.

The *first block* of this course gives an overview of the organizational behaviour, including its historical development. It also deals with the emerging trends of the organizational behaviour and the various contemporary issues and challenges of this field. You will also be acquainted with the various researches and development of in the field of organizational Behaviour within the Indian context.

In the *second block* of this course, various individual level processes will be discussed. In this block, you will come to know about the concept of job satisfaction, organizational citizenship behaviour and organizational commitment. The instrumental and terminal work values will also be explained in this block. This block will also explain the definition; process and theories of motivation. At the end of this block, you will be introduced about the concept of stress and wellbeing at the work place.

In the *third block* of this course, you will come to know about the meaning, relevance and functions of communication. You will also be explained about the power and politics that occurs in organizations. In the last unit of this block, you will be introduced to the definition and theories of leadership.

The last and the fourth unit of this block will deal with the processes that takes place at organizational level. It will discuss about the concept of organizational culture and organizational change. You will also be explained about the relevance of organizational development. In the last unit of this block, you will be explained about the positive organizational behaviour.

BLOCK 1

**INTRODUCTION TO
ORGANIZATIONAL
BEHAVIOUR**

BLOCK INTRODUCTION

This block consists of two units. *The first unit* deals with introduction to organizational Behaviour. It explains about the historical development of the field of organizational Behaviour. With the help of this unit you will also come to know about the various characteristics of this field.

The second unit deals with the emerging trends of the organizational behaviour. In this unit, you will be explained about the various contemporary issues and challenges of this field. You will also be acquainted with the various researches and development in the field of organizational Behaviour within the Indian context.



UNIT 1 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR*

Structure

- 1.0 Introduction
- 1.1 Objectives
- 1.2 The Field of Organizational Behaviour (OB)
- 1.3 Definition of Organizational Behaviour
 - 1.3.1 Systematic Study
 - 1.3.2 Three Levels of Analysis: Individual, Group and Organization
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 - 1.4.2.1 Experiments on Illumination
 - 1.4.2.2 Relay Assembly Test Room
 - 1.4.2.3 Mass Interviewing Program
 - 1.4.2.4 Bank Wiring Observation Room
 - 1.4.2.5 Personnel Counseling
- 1.5 Characteristics of the Field of OB Today
 - 1.5.1 OB Seeks the Betterment of Human Resources
 - 1.5.2 OB Uses a Contingency Approach
 - 1.5.3 OB has a Multidisciplinary Focus
 - 1.5.4 OB Recognizes Organizations as Open Systems
 - 1.5.5 OB Adopts a Cross-Cultural Approach
- 1.6 Let Us Sum Up
- 1.7 Unit End Questions
- 1.8 Glossary
- 1.9 Answers to Self Assessment Questions
- 1.10 Suggested Readings and References

1.1 INTRODUCTION

You might wonder whether how can work environment influence the performance of employees as well as of the organization? In that case, it is important for you

to understand that the characteristics of the organizational system and formal-informal dynamics at work are important environmental factors that influence peoples' behaviour. In order to manage people as well as to understand work behaviour, managers keep continually upgrading all aspects of their businesses, and especially the human side of the enterprise. And this is where the role of organizational behaviour (OB) comes in. The field of organizational behaviour concerns itself with the study of the Behaviour of individuals and groups in the context of organizations.

In this unit, we will analyze the field of organizational behaviour at different levels. You will also be explained about its historical antecedents and characteristics.

1.1 OBJECTIVES

After reading this unit, you will be able to:

- Define organizational behaviour;
- Identify the historical antecedents of organizational behaviour;
- Explain the major characteristics of the field of organizational behaviour;

1.2 THE FIELD OF ORGANIZATIONAL BEHAVIOUR (OB)

The field of OB concerns itself with the study of the Behaviour of individuals and groups in the context of organizations. The following equation provides a fundamental basis for understanding OB (French, Kast, & Rosenzweig, 1985, p. 3): Behaviour = f (P, E) where P refers to personal characteristics and E represents the environment. Human behaviour thus is a function of the individual's personal characteristics and the environmental context. Our personal characteristics are based on genetic factors plus all the past learning experiences that have shaped who we are. We bring these personal characteristics into the organizational situation, which in turn, affects the way we think and act. Environmental context factors such as the organizational structure, culture, nature of the job, management style, and so on also have a direct influence on our behaviour.

1.3 DEFINITION OF ORGANIZATIONAL BEHAVIOUR (OB)

OB is concerned not only with individual level Behaviour within organizations, but also with macro-level processes, such as organizational strategy, structure and change. There is no doubt that although OB does not portray the whole of management (and neither does it intend to), OB has come into its own as a field of study, research, and application.

Let us now formally define OB with the help of some definitions: "The study of the structure, functioning and performance of organizations and the Behaviour of groups and individuals within them" (Pugh, 1971, p. 9); "The field that seeks knowledge of behaviour in organizational settings by systematically studying individual, group, and organizational processes" (Greenberg & Baron, p. 6)

“A field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge toward improving an organization’s effectiveness” (Robbins, Judge, & Sanghi, 2009, p. 10) It would be useful to describe three common key aspects of these definitions to understand clearly what is meant by OB.

1.3.1 Systematic Study (OB Seeks to Develop a Base of Knowledge Using a Systematic, Empirical and Research-Oriented Approach)

A scientific approach is said to be a central defining characteristic of modern OB. Human Behaviour in organizations is complex and often difficult to understand and like any other science, OB practitioners seek knowledge to describe, understand, predict, and control Behaviour in organizations. OB is scientific because of the information and methodology it represents. Its information results from inquiries carried out according to four scientific core values: accuracy, objectivity, skepticism, and open-mindedness; and its methods consist of the procedures involved in making such investigations. Concepts and theories in OB invariably arise out of extensive research. It is important to note that theories in OB are much more descriptive than prescriptive. This means that although the participant provides information that gives us a better understanding of human behaviour in organizations, no attempt is made to say what the behaviour should be.

1.3.2 Three Levels of Analysis: Individual, Group and Organization

All the definition of OB depict that the field focuses on behaviour at three distinct levels of analysis:

Level 1: Individual: Where the focus is on processes/phenomenon such as values, attitudes, beliefs, intelligence, motivation etc. that influence how people behave as individuals.

Level 2: Group: This is more concerned with social and interpersonal aspects, such as group dynamics and leadership.

Level 3: Organization: The main concern here is the behaviour of an organization as a whole, for e.g. its culture, structure and processes.

The field of OB recognizes that all three levels of analysis must be used to comprehend the complex dynamics of behaviour within organizations. For example, in order to understand a process like job satisfaction, it is important to delve into individual characteristics like one’s age, gender, education, etc., group processes such as relations with supervisor, team members, and organizational factors such as organizational culture, structure, etc.

1.3.3 Basic and Application-Oriented

The field of OB is both basic and applied in nature; basic in generating knowledge (research) and applied in using that knowledge (practice). On one hand, it tries to scientifically study individual and group behaviour in organizations; on the other, it addresses the practical task of improving individual and organizational performance and enhance member satisfaction. OB applies the knowledge

gained about individuals, groups and organizations on behaviour to make organizations work more effectively. OB can be understood as a “human tool for human benefit” (Davis & Newstorm, 1989, p. 5). The main intention of OB is for those who want to make their career in organizations should better understand the complexities of human behaviour. OB can be very useful to practicing managers, irrespective of the type of organization. OB contributes towards providing present and future managers with a better understanding of the problems which are encountered while managing and working with people. It should also help them to realise the alternative solutions available when confronted by human relations problems within the organization.

1.4 HISTORICAL ANTECEDENTS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behaviour emerged as a significant field long back when people tried out ways to understand and predict how can the employees be managed to behave in work situations; only that it was done in a non-scientific manner and in bits and pieces. The studies towards employee’s behaviour in organization formally started in 1920’s when the Western Electric Company conducted a series of studies of the behaviour of workers at its Hawthorne Works plant in Cicero, Illinois. Though the father of such scientific management of employees is said to be Taylor who developed an organizational behaviour theory on the basis of classical management theories. Let us discuss these series of incidents which lead to the emergence of Organizational Behaviour as a separate Discipline.

1.4.1 Scientific Management Studies

Scientific Management of employees was based on the work of Taylor at the Midvale Steel Company in the 1900s. An engineer by profession, Taylor believed that by redesigning the work situation, both higher output for the company and higher wages for the worker could be achieved. In his early years as a foreman in the steel industry, he saw different workers doing the same job in different ways. He felt that each man could not be doing the job in the optimal way, and he set out to find the ‘one best way’ to perform the job. His basic premise proved to be correct and in some instances his proposed method resulted in increased productivity. He found that if the employees are trained to when to work and when to rest, then this leads to an increase in average productivity of a worker per day (with less reported fatigue) which in turn resulted in increased wages for them, and reduced costs for the company. In his book ‘Shop Management’ (1909), Taylor explained management’s role in motivating workers to avoid “natural soldiering”, the natural tendency of people to ‘take it easy’. In his book entitled, ‘Scientific Management’ (1947), Taylor argued that the objective of management should be to increase progress of the employer as well as of the employee.

The *basic tenets* of Taylor’s theory were:

- 1) Physical work can be scientifically studied to determine the optimal method (in minimum number of steps) of performing a job.
- 2) Workers can be made more efficient by instructing them on how to do their jobs.

- 3) Workers will follow those instructions, provided they are paid appropriately. People are primarily motivated by economic rewards that is money and are eager to get better economic positions.

Criticism of Taylor's Approach: Taylor's work was criticized on the grounds of de-humanising the workplace and promoting the idea of an 'economic man' (someone who works only for money). He was opposed for inhumanely exploiting the workers for higher wages. He would utilise maximum effort of few workers and thus leading to unemployment during that time. Despite the controversial nature of his work, he significantly exhibited that the workplace could be studied and developed scientifically.

1.4.2 Human Relations Movement : Hawthorne Studies (The Neo-Classical Approach)

In 1924, a significant series of study which was called as the Hawthorne experiments, named after Western Electric Company's Hawthorne plant in Chicago were conducted. Originally conceived as a test of some aspects of Taylor's principles, the researchers were trying to find out the optimal level of illumination required for the workers to produce telephone equipment. Instead of finding the Taylor's assumed "one-best-way," the researchers found that productivity increased after each change in lighting (the intensity of light) no matter how bright or dim they made it. Eventually, they concluded that the workers were responding to the attention they were getting as part of the special research study and this phenomenon came to be known as the *Hawthorne effect*.

Prior to such finding, the approach that dominated towards making people work was a classical approach (i.e., bureaucratic or machine) theory. The classical approach viewed employees as a part of the job and the aim was to manage human activity to achieve maximum efficiency. Moreover, these classical views of organization assumed a top-down management point of view, emphasizing the authority structure of the organization. So, the task was to design the job according to scientific guidelines and then provide an incentive (usually piecework) to get workers to comply with the will of the management.

But it was found that the management was no longer the controlling force for the Hawthorne researchers (also called neoclassical theorists). Rather, they argued that management can govern only with consent of the workers and that workers actually influence management decisions by controlling the impression that management had of a proper day's work. Environmental forces such as management directives, human capabilities, the state of technology, and economic considerations are the influencing factors of employees' performance. Likewise, human motivation, perceptions, and job attitudes are influential as well and are ignored at management's level.

The Hawthorne Studies can be divided into five major parts:

1.4.2.1 Experiments on Illumination

In the series of the study, the first study investigated the effect of illumination on productivity of female employees in three selected departments. The researchers installed various sets of lights in the workrooms. In some cases, the light was

intense; in others, it was reduced considerably. While the control group worked under a constant intensity of light, the experimental group began working in the similar intensity of light as that of the control group which gradually was reduced. Strangely, productivity increased in both conditions. Employees seemed to be responding positively to the novelty of the situation and were motivated by the desire to please the researchers (the Hawthorne effect). The results of this study lead to the conclusion that there were some other factors that might be responsible for productivity. This led to the other four studies.

1.4.2.2 Relay Assembly Test Room

The aim of the second study was to examine the effect of certain variables like rest pause, length of the working day, free lunch, and method of payment on the level of employees' productivity. Greater control was exercised by placing small group of employees in separate rooms that were similar (in terms of work layout, chairs, fixtures) and were kept away from the regular working force. The variation in the conditions again produced extremely puzzling results: each test period had higher production records than the preceding one. The researchers found that the production increased irrespective of the rest pauses and shorter hours. By trying to control variables they had introduced a new one (by discarding the daily monotonous routine), a social situation that involved changed attitudes and interpersonal situations which inspired employees to produce more" (Blum & Naylor, 1968, p. 315). This led to the next study.

1.4.2.3 Mass Interviewing Program

In Study 3, the concern of the researchers shifted from bringing out changes in the work environment to a study of attitudes concerning human relations. An interviewing program was launched and supervisors were chosen to conduct the interviews in order to gain information about worker attitudes towards working conditions, supervision, and job. It was found that the employees were psychologically benefitted (felt important) as a result of being interviewed. However, it was also found that employees reacted differently to the same surroundings. Further, they were responding as part of the social organization of the group in which they worked and in relation to their position in this group. A trend of emergence of informal personal leadership was also observed in these groups, which led to the fourth study.

1.4.2.4 Bank Wiring Observation Room

The fourth study attempted to examine the existence of social groups within the company. The observer was asked to note the formal relationship between the supervisor and employees, and also all informal groupings of the men. It was observed in the first week, the men appeared to be working all the time and were cautious towards the observer. The employees feared that because they were being studied, the company is eventually going to raise the amount of work they were expected to do each day. In order to get limited task or work, the men within the informal group agreed to keep their output low, even if they get a lesser wage. Further, emergence of an intricate social organization was observed that tried to protect the group. In contradiction to the results of the first study, where productivity rose, this study revealed a restriction in the production output.

1.4.2.5 Personnel Counseling

This study aimed at two objectives. *First*, to diagnose the problems of employees and work with supervisors on their method of supervision; and *the second* was to improve the method of communication within the company. This study enhanced the: personal adjustments, supervisor-employee relations, and employee-management relations.

In 1933, Mayo made an interim report on the Hawthorne studies and insisted upon the human relations movement. The Hawthorne studies showed the importance of informal work groups and their effects on production, the importance of employee attitudes, the value of having a sympathetic and understanding supervisor, and the need to treat people as humans and not as capital.

Self Assessment Questions (SAQ I)

Fill in the following blanks:

- 1) The field of OB is both and in nature.
- 2) Hawthorne researchers found that the was no longer the controlling force.
- 3) The field of OB concerns itself with the study of the in the context of organizations.
- 4) Personal Counselling aimed to within the company.

1.5 CHARACTERISTICS OF THE FIELD OF OB TODAY

Now that you have some understanding of what is meant by OB and its goals, let us turn our attention to some of the major characteristics of the field today (Greenberg & Baron, 1995) .

1.5.1 OB Seeks the Betterment of Human Resources

Consider this grim scenario from the early part of twentieth century: Factories were huge, noisy, hot, and highly regimented-callous and brutal places to work. Bosses demanded more and more of their employees, and treated them like disposable machines, replacing those who quit or died from accidents with others who waited outside the factory gates. The supply of labour was far greater than its supply. It is obvious from the above that managers held very negative views of employees. This traditional view of management was termed Theory X by Douglas McGregor (1960). This philosophy of management assumes that people are inherently lazy, dislike work, and will avoid work if they can. As a result, management needs to closely supervise workers and develop comprehensive systems of control. Beliefs of this theory lead to mistrust, highly restrictive supervision, and a punitive atmosphere. Now contrast this with the present day scenario: Companies are going out of their way to retain young talent, rushing to fulfill every wish of Generation Y-from giving them training and developmental opportunities to even gifting them ceiling fans for their homes (Ramnani, 2010). This sums up the Theory Y approach to management that is

more optimistic and paints a more positive picture than Theory X (see Table 1 for a summary of differences between Theory X and Theory Y). It is believed that work is as natural to employees as play. Given the right conditions, employees will seek achievement and responsibility and will work hard, without being pushed. Management's job thus is to create those conditions that make people want to perform as desired. McGregor thinks that Theory Y managers are more likely than Theory X managers to develop the climate of trust with employees that is required for human resource development. This would include managers communicating openly with subordinates, minimizing the difference between superior-subordinate relationships, empowering subordinates and allowing them to participate in decision making.

Table 1.1: Comparison of assumptions of Theory X and Theory Y

Theory X	Theory Y
The average person dislikes work and tries to avoid it.	The average person has a psychological need to work, just as play and rest.
Has no ambition, avoids responsibility and would rather follow than lead.	May be ambitious, self-motivated, and seeks achievement and responsibility.
Is selfish and does not particularly care about organizational goals. Is gullible and not really bright.	Is self directed to meet his work objectives especially if personal goals and organizational goals may be aligned.
Works only for money and security.	Possesses the ability for creative problem solving Works for self-fulfillment.

Theory Y approach is strongly associated with prompting the betterment of human resources, and is clearly the perspective that prevails among those interested in OB. The human resources approach prevalent in OB today is developmental. It is concerned with the growth and development of people toward higher levels of competency, creativity and fulfillment, with the recognition that people are the central resources in any organization and any society. Unlike the traditional management approach of the 1900s which was directive and controlling, the present approach to management is supportive. It helps employees to become better, more responsible persons, and tries to create a climate in which employees make full use of their abilities. The manager's primary role changes from control of employees to active support of their growth and performance.

1.5.2 OB Uses a Contingency Approach

Consider the following questions: What is the current inflation rate in India? You can certainly answer this question (or at least find out the correct answer). Now try this: What is the most effective way of designing the workplace? What is the 'one best way' of performing a job? What is the most effective way to design a machine to optimize safety? What is the most effective way of reducing fatigue? It is perhaps possible to answer these questions. Traditional scientific management, and more recently human engineering, seeks to find

answers to such questions. Now consider these: What is the most effective way of motivating people? Is money the best motivator for employees? Which style of leadership works best? Although these questions are reasonable and vital to the functioning of organizations and its workforce, can we answer these questions with a simple 'yes/no' or even a one line answer? The answer to most such questions is 'It depends'. There is no one best way when it comes to understanding such complex phenomena. This is what happens when human factors take the centre stage in our approach (instead of the workplace). When it comes to studying human Behaviour at the workplace, there are no simple answers. Traditional management relied on principles to provide a 'one best way' of managing. This 'best way' was applied regardless of the type of organization, situation or the kind of people involved. Principles of managing were considered to be universal. No longer is there a 'best way'. The contingency approach to OB implies that different situations require different Behavioural practices for effectiveness. Behaviour in work settings is the complex result of many interacting forces. As our knowledge of Behaviour on the job becomes more and more complex, it becomes more and more difficult to give straightforward answers (It does not mean that straight answers are desirable). Rather, it is usually necessary to answer in phrases like, 'If A, then B, under conditions X, Y and Z'. Let us take the example of work stress to demonstrate the contingency approach. Have you ever wondered why some individuals working in the same company with the same boss find their jobs so stressful that they develop physiological symptoms like, hypertension; while others cope well with it and even appear cheerful? People at the work place may face a number of stressors: environmental (e.g. political, economic or social), organizational (structure, culture, politics), immediate social context (relations with boss, work group, peers) and individual (for e.g. role conflict). While these may be in part common to some, the degree of stress experienced and the ways in which a person reacts to it is influenced by a number of moderating variables, such as lifestyle, social support available, cognitive appraisal of stressors, life events, biographic actors (like age, gender, and so on), etc. All these together eventually determine what kind of outcomes physiological, psychological, cognitive, or behavioural- will the person show and if at all s/he will develop any such outcomes. Such an approach characterizes the field of OB and to appreciate the role of human factors at the workplace- which are complex, dynamic and not universalis to understand such an contingency approach to OB.

1.5.3 OB has a Multidisciplinary Focus

OB is a blended discipline that has grown out of contributions from a number of disciplines. In fact, OB may be regarded as even more multidisciplinary than organizational psychology. Organizational behaviour is more eclectic in its approach, drawing heavily form a variety of disciplines, while organizational psychology draws mainly from subfield within psychology (Jex, 2002). Among those that have contributed to the study of OB are psychology, social psychology, sociology, engineering, anthropology, management, and even medicine. Let us look at them one by one. Quite obviously, the biggest influence in the field of OB comes from psychology, as psychology is primarily concerned with studying and attempting to understand individual behaviour. OB is regarded as one of the sub-field of Industrial psychology. In contrast to industrial that focuses more on individual-level issues, organizational behaviour is more concerned with social

and group influences. Social psychology has made important contributions to our study of group Behaviour, power and conflict. Similarly, sociology, the study of society, has also made important contributions to knowledge about group and intergroup dynamics in the study of OB. Anthropology, with its even more macro focus on human beings, has contributed to our understanding of organizational culture, organizational environment, and differences among national cultures and its implications for work Behaviour. Engineering, in contrast, has made important contributions to our understanding of design of work and organizational goal setting. Lastly, it might surprise you to know that medicine, with its concern for both physical and psychological health, has developed our understanding of industrial health and more recently, occupational health and well-being.

1.5.4 OB Recognizes Organizations as Open Systems

The field of OB pays a great deal of attention to the nature of organizations themselves. In studying organizations, OB practitioners recognize that organizations are not fixed, but dynamic and ever- changing entities. In other words, they recognize that organizations are open systems (Katz & Kahn, 1966). The open systems approach to organization (Refer Figure 1.1) assumes that organizations operate in a self-sustaining manner, transforming inputs into outputs in a continuous manner. Inputs consist of the human, informational, material, and financial resources used by the organization. These are transformed by the organization's technology component. Once the transformation is complete, they become outputs for customers, consumers and clients. Their actions (and others in the external environment) in turn affect the organization and the behaviour of people at work. The output thus gets transformed back to input and the cycle continues.

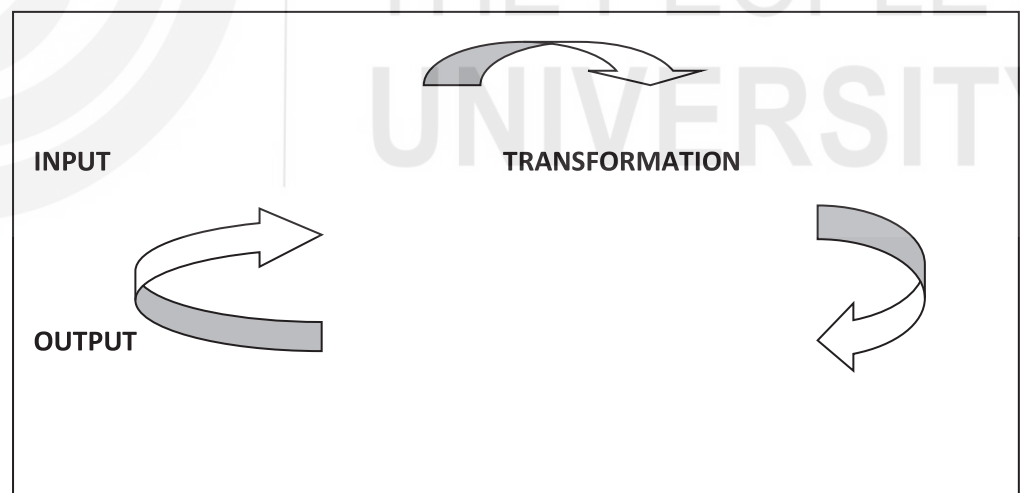


Fig. 1.1: Open Systems Approach

In an open system, the boundaries of an organization are permeable to the external environment (such as suppliers, customers, and governmental regulators). In addition to an organization's external task environment, there are four internal components:

Task: An organization's mission, purpose or goal for existing.

People: People, both individuals and groups, make up the internal social system

in the organization. People are the living, thinking and feeling beings that created the organization and try to achieve the objectives and goals.

Technology: The technology imparts the physical and economic conditions within which people work. It comprises the wide range of tools, knowledge, and/or techniques used to transform the inputs into outputs.

Structure: Structure defines the formal relationship and use of people in the organization. It refers to the manner in which an organization's work is designed and the different roles that people are given and how they relate to others. In order to coordinate work effectively, it is imperative that people working in an organization are given different roles and they are related in some structural way to others. An important implication of the conception of organization as open systems in OB is the realisation that no social structure is self sufficient or self contained. An organization is certainly open to its larger external environment making its nature very dynamic.

2.5.5 OB adopts a Cross-Cultural Approach

As the business environment is becoming global or international, a cross-cultural approach to the study of organizational behaviour is increasingly becoming crucial for two main reasons: There are potential benefits to be gained in performance terms. Each country has its unique cultural characteristics which can provide sources of competitive advantage, and in some situations may also become liabilities. Workplace attitudes and behaviour between individuals and groups in different cultural context varies. Cultural differences must be understood and managers must be sensitive to them in order to be successful in a global economy. It follows that the key concepts in the field of organizational behaviour may be influenced by national cultures and we should thus re-evaluate models and theories when applying them to other societies. But do you know what is culture? Herskovits (1955) designated culture as the man-made part of the environment. Culture is a multifaceted concept (Trompenaars & Hampden-Turner, 1999), comprising an outer layer of artifacts and products (e.g. language, climate, dress, food, etc), middle layer (expressed values, norms, attitudes and Behaviours), and a core layer that relates to the deepest assumptions concerning people and nature held by a particular society (e.g. how people see themselves, public versus private space, etc.). A cross-cultural approach to OB is thus recommended strongly.

Self Assessment Questions (SAQ II)

State whether the following are 'True' or 'False':

- 1) Organizations are fixed and are not dynamic or ever- changing entities. ()
- 2) Theory Y approach is strongly associated with prompting the betterment of human resources. ()
- 3) OB is a blended discipline that has grown out of contributions from a number of disciplines. ()
- 4) In an open system, the boundaries of an organization are not permeable to the external environment. ()

1.8 LET US SUM UP

It can be summed up from the above discussion that OB is a very eminent field that contributes toward increasing organizational output of the employer and motivating employees to work. OB has several characteristics that are relevant and significant. The field of OB concerns itself with the study of the Behaviour of individuals and groups in the context of organizations. There are three key aspects to defining organizational behaviour: (1) it uses a systematic, scientific and research-oriented approach; (2) it focuses on behaviour at three distinct levels of analysis, individual, group, and organization; and (3) it is both basic and applied in nature, basic in generating knowledge and applied in using that knowledge. The field of OB has four goals: to describe, understand, predict and control behaviour at the workplace. Some of the major characteristics of the field today are: (1) OB seeks the betterment of human resources using a Theory Y approach as opposed to the traditional Theory X approach of management; (2) Instead of recommending a 'one best way' of managing, OB uses a contingency approach, implying that different situations require different behavioural practices for effectiveness.; (3) OB has a multidisciplinary focus, drawing from disciplines like psychology, social psychology, sociology, engineering, anthropology, management, and medicine; (4) OB recognizes organizations as open systems, constantly adapting to their environments through a continuous inflow and outflow of energy through permeable boundaries; and (5) OB adopts a cross-cultural approach, with the recognition that we should re-evaluate models and theories when applying them to other cultures.

1.9 UNIT END QUESTIONS

1. Define Organizational Behaviour.
2. Discuss the historical antecedents of the OB.
3. Describe the characteristics of OB.

1.10 GLOSSARY

Organizational Behaviour (Ob)	:	The field of OB concerns itself with the study of the behaviour of individuals and groups in the context of organizations.
Open system	:	A continuous inflow and outflow of energy through permeable boundaries.
Organizational structure	:	The way in which individuals and groups are arranged with respect to how roles, responsibilities and power is delegated, controlled and coordinated, and how information flows between levels of management.
Scientific Management	:	The process of redesigning the work situation which leads to higher output for the company and higher wages for the worker.

Technology : The technological aspect of an organization includes the buildings, machinery, equipment, and tools used by the employees to make different products.

1.11 ANSWERS TO SELF-ASSESSMENT QUESTIONS (SAQ)

SAQ I

- 1) basic and applied
- 2) management
- 3) Behaviour of individuals and groups
- 4) diagnose the problems of employees and to improve the method of communication

SAQ II

- 1) False
- 2) True
- 3) True
- 4) False

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UNIT 2 EMERGING TRENDS IN ORGANIZATIONAL BEHAVIOUR*

Structure

- 2.0 Introduction
- 2.1 Objectives
- 2.2 What Is an Organization?
- 2.3 Organizational Psychology and Organizational Behaviour
- 2.4 Goals of Organizational Behaviour
 - 2.4.1 Describe
 - 2.4.2 Understand
 - 2.4.3 Predict
 - 2.4.4 Control
- 2.5 Organizational Behaviour in the Indian Context
 - 2.5.1 Replication
 - 2.5.2 Disenchantment
 - 2.5.3 Integration
- 2.6 Importance of Organizational Behaviour
- 2.7 Contemporary Issues and Challenges
 - 2.7.1 Gender Discrimination and Sexual Harassment
 - 2.7.2 Quality Improvement and Total Quality Management
 - 2.7.3 Improving Skills
 - 2.7.4 Work Force Diversity
 - 2.7.5 Globalization
 - 2.7.6 Employee Empowerment
 - 2.7.7 Ethical Dilemma
 - 2.7.8 Change Management
 - 2.7.9 Work Life Balance of the Employees
- 2.8 Let Us Sum Up
- 2.9 Unit End Questions
- 2.10 Glossary
- 2.11 Answers to Self-Assessment Questions
- 2.12 Suggested Readings and References

2.0 INTRODUCTION

You might wonder whether how can the work environment influence the performance of employees as well as the organization's performance? In that case, it is important for you to understand that the characteristics of the organizational system and formal-informal dynamics at work are important environmental factors that influence peoples' behaviour. In order to both manage people as well as to understand work behaviour, managers keep continually upgrading all aspects of their businesses, and especially the human side of the enterprise. And this is where organizational behaviour (OB) comes in. The field of organizational behaviour concerns itself with the study of the behaviour of individuals and groups in the context of organizations.

In this unit, we will examine the field of organizational behaviour; its definition and goals. At the end of this unit, we will also shed some light on the important characteristics of the field of OB today.

2.1 OBJECTIVES

After reading this unit, you will be able to:

- Describe the goals of organizational behaviour;
- Identify three phases in the development of OB in India; and
- Critically examine the importance of organizational behaviour

2.2 WHAT IS AN ORGANIZATION?

Organization may be defined as “a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals” (Robbins, 1991, p. 4). Organizations have the following five important features (Rollinson & Broadfield, 2002, p. 3):

- 1) **Organizations are artifacts:** Organizations are not natural entities like living beings but are brought into existence by human beings.
- 2) **Goal directed:** As the above definition makes it amply clear that, organizations are created to serve some purpose. This however does not mean that everyone in the Organization has a common goal, or even that everyone is aware of and understands the organizational goals.
- 3) **Social entities:** According to the definition, organizations are ‘composed of two or more people’ and as such are social entities.
- 4) **Structured activity:** In order to achieve the purpose or goals of an organization, it is required that human activity be deliberately structured and coordinated in some way. Hence usually there are identifiable parts or activities in an organization.
- 5) **Nominal boundaries:** Generally speaking, it is possible to identify nominal boundaries for an organization. This refers to consensus regarding who or what is a part of the organization and who or what belongs elsewhere. This in no way means that the organization is isolated from its outside (remember the organization as an open system?).

2.3 ORGANIZATIONAL PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOUR

A related sub-field of Industrial/Organizational psychology is organizational behaviour. There are obvious similarities and not so obvious differences between organizational psychology and organizational behaviour. The latter will be dealt extensively in the next unit. Moorhead and Griffin (1995) define organizational behaviour as “the study of human Behaviour in organizational settings, the interface between human behaviour and the Organization, and the organization itself” (p. 4). It is in the last part of the definition ‘the Organization itself’ that we can see the difference between the two fields. Organizational behaviour is concerned not only with individual level behaviour within organizations, but also with macro-level processes, such as organizational strategy, structure and change. Organizational psychology is also interested in macro-level processes, but only to the extent that it impacts the individual behaviour. Herein lies the key difference: organizational behaviour is more eclectic in its approach, drawing approaches heavily from a variety of disciplines like management, sociology, economics, anthropology, labour relations, etc, while organizational psychology draws mainly from subfield within psychology (Jex, 2002). Those who specialise in organizational behaviour tend to deemphasize the individual approach and focus more on studying the system in which individual Behaviour occurs. According to Smithers (1988), “Whereas industrial and organizational psychology tends to move from the study of the individual to the organization, organizational behaviour moves from the organization to the study of the individual” (p. 5). Having said this, it is important to note that despite conceptual distinctions, the work of these two specialties in the real world becomes quite similar.

2.4 GOALS OF ORGANIZATIONAL BEHAVIOUR

There are some goals of organizational behaviour which are as follows:

2.4.1 Describe

The first goal is to describe systematically (in an objective non-prescriptive manner), often in minute detail, how people behave at work under a variety of conditions.

2.4.2 Understand

A second goal is to understand why people behave as they do. Imagine how frustrating it would be for managers if they could talk about Behaviour of their employees, but not understand the reasons behind those actions.

2.4.3 Predict

An important reason behind understanding behaviour is that it should help managers to predict behaviour in various situations. It is often said: ‘the best predictor of future behaviour is past behaviour’. Armed with knowledge about human behaviour in organizations, managers should, for example, be able to

predict which employees might be committed and productive or which ones might be counterproductive. This would help them to take preventive actions.

2.4.4 Control

The final goal of OB is to control and develop human behaviour at work. Once we know what happens, why it happens and what is likely to happen in the future, we can exercise some control over it. Every organization has specific goals such as certain levels of profits, customer satisfaction, public responsibility, and so on. It is the job of the management to mobilise and coordinate the human, technical, economic and informational resources available for the purpose of achieving such organizational goals. Managers need to be able to achieve such goals through the actions that they and their employees take, and organizational behaviour can help managers meet these goals.

2.5 ORGANIZATIONAL BEHAVIOUR IN THE INDIAN CONTEXT

OB made its first appearance in the Indian setting around the 1960s. The reviews of literature (Khandwalla, 1988; Sinha, 2008) identified three phases in the evolving nature of OB in India:

2.5.1 Replication

Initially, Indian studies replicated almost all Western theories, concepts and methods showing their universal validity. Inconsistent findings were simply brushed aside and attributed to lack of rigour in research design, improper methodology, and so on. However, as the number of such inconsistent findings kept increasing, Indian culture was brought in as an explanation. For e.g. Meade (1967) replicated Lippitt and White's study (1943) to demonstrate that because Indian culture is authoritarian, authoritarian leader may be more effective than a democratic one.

2.5.2 Disenchantment

As in consistent findings kept mounting, Indian scholars began to get disenchanted with Western theories and models. For instance, Maslow's need hierarchy was not found to hold true in Indian organizations. The two-factor theory given by Herzberg also did not receive much support. Theory Y also did not seem to characterize Indians because Indians view work as a duty to be performed for the sake of one's family (Sinha & Sinha, 1990). There consists a culture of *aram* which roughly means rest and relaxation without (being) preceded by hard and exhausting work (Sinha, 1985).

2.5.3 Integration

Gradually, an amalgamative approach emerged that attempted to integrate Western and Indian contents and processes of organizational behaviour. This resulted in a number of streams of OB that tended to get integrated in varying degrees. Chakraborty (1991), for instance, enumerated some of the idealised Indian values rooted in the ancient psycho-spiritual thoughts, such as 'chitta-shuddhi (purification of mind), self-discipline and self-restraint, etc. He suggested

that these psycho-spiritual values have a normative role in transforming work at organizations. In contrast, some Western concepts were found to be relevant in the Indian context as well. For instance, the psychoanalytic framework has been used to understand the Indian psyche, culture, society and healing traditions (Kakar, 1978). In sum, OB in India has attempted to identify the functional ideas of Western origin and integrated them with indigenous ones.

2.6 IMPORTANCE OF ORGANIZATIONAL BEHAVIOUR

Contemporary organizations and their environments are characterized by change. Changing times always pose a challenge for people and organizations. Too much change may lead to chaos; too little change may be stifling and may cause stagnation. Knowledge and understanding of OB during such dynamic times is particularly important for those who manage or even aspire to manage. For such people, a vital part of performing their roles effectively is understanding human Behaviour in an organizational context. Theories about OB help managers understand how humans and organizations behave, help them make good business decisions, and guide them about actions to take or refrain from taking.

In particular, knowledge of organizational behaviour equips managers to deal with four critical challenges (Nelson & Quick, 2003): 1) increasing globalisation, 2) increasing diversity of organizational workforce, 3) continuing technological innovation with accompanying need for skill enhancement, 4) demand for ethical Behaviour at work. The topics studied in OB involve managers and other employees that are concerned with the efficient operation of an organization in a rapidly changing world. The scope of OB includes topics such as the formal and informal workplace, employee needs and motivation, leadership, interpersonal relations and group dynamics, communication, the work environment, organizational design, delegation of authority, change and change management, creation of a harmonious climate for employee-employer relations, conflict resolution, organizational development and effectiveness, organizational health, stress and its management. In addition to managers, all of us are also inevitably involved in organizations of some sort throughout our lives. In addition to work organizations, our society is made up of many other kinds of organizations, ranging from governmental, non-governmental, political, religious, educational, military, health, and social organizations. Knowledge of organizational behaviour is important as it helps us gain an understanding of how an organization functions, how it affects our behaviour, and how we, in turn, affect the behaviour of others. To understand this context is part of understanding the world in which we live, and this underlines the relevance of OB.

Self-Assessment Questions (SAQ I)

Answer the following questions briefly:

1. Describe any two goals of the organizational behaviour.

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2. Discuss replication as a stage of development of organizational behaviour in Indian context.

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3. What are the critical changes faced by managers?

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4. Why is knowledge of organizational behaviour important for us?

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2.7 CONTEMPORARY ISSUES AND CHALLENGES

Organizations are now facing newer issues in dealing with the behaviour of the employees and challenges to survive in the ever changing globalized market. They are paying greater attention to the organizational environment, interpersonal relationships, wider society, governmental and international developments. Let us discuss about these issues and challenges in detail:

2.7.1 Gender Discrimination and Sexual Harassment

Discriminating employees on the basis of their gender is a still existing phenomenon in many organizations. For example: women are still not given higher positions in organizations. Gender sensitization is a very crucial aspect and the employers as well as the employees need to be aware of its significance. The issue of gender discrimination needs to be dealt with an urgency to maintain the motivation and commitment of the employees and productivity of the employers.

Sexual harassment is also an issue which needs to be avoided or discouraged in organizations. In India, it was in 1997 in the landmark case of Vishaka vs. State of Rajasthan and others, that sexual harassment was identified as a separate

illegal Behaviour. All this has led to the need for greater accountability for the organizations.

2.7.2 Quality Improvement and Total Quality Management

Any organization has to continuously strive to find out new ways to meet the need and expectations of the clients, customers and society. In order to meet the challenge of continuous quality improvement, they are implementing programs like total quality management and reengineering programs that require extensive employee involvement.

Total quality management is an approach which is based on managing customer satisfaction through continuously improving the organizational processes. Following are the components of Total Quality Management (TQM):

- Priority and intense focus on the customer.
- Concern for continuous improvement of organizational processes.
- Enhancing and continuously improving the quality, technology and structure of the organization.
- Accurate measurement.
- Empowering the employees.

2.7.3 Improving Skills

As discussed in the above point that organizations have to continually improvise upon technological, structural and environmental changes to meet the challenges of the market. For this, the employees need to be trained to possess the required skills to adapt to those changes and meet the goals of the organization. Therefore, it is a challenge for the organization to identify the training needs and then plan a series of training and development programs, career development programs, induction, and socialization.

2.7.4 Work Force Diversity

With the increase in the recruitment of heterogenous work force belonging to different age, genders, communities, culture and different societies, it becomes a challenge for the organization to manage the diverse work force. The employees try to retain their cultural identity, values and lifestyles, even if they have to follow a common norm of the organization. Therefore, it becomes a challenge for the organization to accommodate the diverse work force without hurting their values.

2.7.5 Globalization

Globalization is a phenomenon which has promoted trade and business at international level. The organizations have transformed to multinationals and have branches in different countries. Managers of multinationals confront a number of challenges because they have to deal with employees of different countries. In order to meet the demands of the changing societies, the organizations are continuing their business operations at a larger distance,

different locations and climatic conditions. Maintenance and retention of the employees belonging to different nations becomes a challenge for them.

2.7.6 Employee Empowerment

The researches have shown that decentralising the power and responsibilities leads to more productivity of the organization. This can happen if the responsibilities are given to the employees. The main issue of delegating more power and responsibility to the employees is that, it gives them freedom to decide their own schedules, operations, procedures and the method of solving their work-related problems which might not match with others and generate conflict.

2.7.7 Ethical Dilemma

It is a challenge for the organization to curb unethical practices like leaking confidential information for personal financial gain, social loafing etc to maintain its reputation in the globalized market.

2.7.8 Change Management

Managing change is also one of the challenges of organizations. They have to continuously innovate and update themselves for their survival. They need to be flexible, keep on improving their quality, be competitive and capable to manage change.

2.7.9 Work Life Balance of the Employees

The organization have to be too considerate about the employees' family members and personal related issues also, in order to maintain the commitment and motivation of the employees. This issue has been tried to be met by providing flexible working hours, compensation management, leave benefits etc. Yet, it is difficult for the Organization to fulfill the commitments to home, spouse, children, parents, and friends of each of the employee.

2.7.10 Digital World

The current situations have posed a challenge for each organization to transform their mode of work, data and filings in to the electronic and digital mode. Having a sound internet connection, software and computer facilities have become a compulsory component for their survival. Also, training employees to work through digital mode is also a matter of concern of the organization.

Self-Assessment Questions (SAQ II)

Fill in the following blanks:

1. It is a challenge for the organization to curb practices like leaking confidential information for personal financial gain, social loafing etc.
2. is a phenomenon which has promoted trade and business at international level. The organizations have transformed to multinationals and have branches in different countries.

3. is an approach which is based on managing customer satisfaction through continuously improving the organizational processes.
4. Managing change is also one of the challenges of

2.8 LET US SUM UP

In this unit, we have discussed a brief overview of the field of organizational behaviour. You were informed about the three phases that have been identified in the evolving nature of OB in India: replication of Western theories and concepts, (2) disenchantment with them, and (3) integration of Western and Indian concepts of OB. OB is a particularly important field in contemporary times for managers and others who are concerned with the efficient operation of an organization in a rapidly changing world. At the end the contemporary challenges and issues of the organizations towards managing human behaviour were discussed.

Organizational psychology may be defined as a scientific field that studies individual and group Behaviour in formal organizational settings. Historically, organizational psychology was slower to develop than the industrial side of the field. Today, the fields of industrial and organizational psychology have combined into a relatively newer field of Industrial/Organizational Psychology (I/O Psychology). The 'industrial' side is more individual-oriented, while 'organizational' side covers group and inter-group issues. Organizational behaviour, in contrast, has an even more macro focus, emphasizing the system in which individual behaviour occurs. Some the topics that are addressed in organizational psychology include motivation, job satisfaction, organizational commitment, organizational justice, leadership, group behaviour, work stress, organizational culture and development, productive and counterproductive behaviour and work-life balance.

2.9 UNIT END QUESTIONS

1. Describe the phases in the development of OB in India with suitable examples.
2. Explain the goals of the OB.
3. Discuss the contemporary issues and challenges of the organizational behaviour.

2.10 GLOSSARY

Organizational Structure : The way in which individuals and groups are arranged with respect to how roles, responsibilities and power is delegated, controlled and coordinated, and how information flows between levels of management.

Work Force Diversity : The recruitment of heterogenous work force belonging to different age, genders, communities, culture and different societies.

Globalization : A phenomenon which has promoted trade and business at international level. The organizations have transformed to multinationals and have branches in different countries due to globalization.

Total quality management : An approach which is based on managing customer satisfaction through continuously improving the organizational processes.

2.11 ANSWERS TO SELF-ASSESSMENT QUESTIONS (SAQ)

SAQ I

1. i) Describe

The first goal is to describe systematically (in an objective non-prescriptive manner), often in minute detail, how people behave at work under a variety of conditions.

ii) Understand

A second goal is to understand why people behave as they do. Imagine how frustrating it would be for managers if they could talk about Behaviour of their employees, but not understand the reasons behind those actions.

2. Initially, Indian studies replicated almost all Western theories, concepts and methods showing their universal validity. Inconsistent findings were simply brushed aside and attributed to lack of rigour in research design, improper methodology, and so on. However, as the number of such inconsistent findings kept increasing, Indian culture was brought in as an explanation.
3. Knowledge of organizational Behaviour equips managers to deal with four critical challenges (Nelson & Quick, 2003): 1) increasing globalisation, 2) increasing diversity of organizational workforce, 3) continuing technological innovation with accompanying need for skill enhancement, 4) demand for ethical Behaviour at work.
4. Knowledge of organizational Behaviour is important as it helps us gain an understanding of how an Organization functions, how it affects our Behaviour, and how we, in turn, affect the Behaviour of others.

SAQ II

- 1) unethical
- 2) Globalization
- 3) Total quality management
- 4) organizations

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