



Introduction to Organisation Behaviour

Introduction



Organisational Behaviour is concerned with the **understanding, prediction** and **control** of **human behaviour** in **organisations**.

- It applies the knowledge gained about **individuals, groups** and the **effect of structure** on **behaviour** to make organisations work more effectively.
- It seeks to shed light on the whole complex human factor in the organisation by identifying the causes and effects of behaviour.
- It studies human behaviour at -

1

1. Individual Level

2

2. Group Level

3

3. Organisational Level

1. Behaviour at the Individual level

The **behaviour of individuals** is a complex phenomenon and is **affected** by a large number of factors such as **personality, attitudes, perception, learning, motivation, culture** and other factors.

The study of the behaviour of an individual working in the organisation is also known as **Micro-Organisational Behaviour**.

2. Behaviour at the Group Level

Though people interact with the outside world at their individual level, their **behaviour pattern is also influenced by the groups to which they belong**.

Several factors **influence** the behaviour of groups such as **group goals, norms, communication, leadership, cohesiveness**, etc.

Understanding group dynamics is essential to reducing conflicts and improving morale and productivity.

This is also known as **Meso Organisational Behaviour**.

3. Behaviour at the Organisational Level

Organizations are **comprised of interconnected individuals** and groups shaping their culture and development.

The study of behaviour from the perspective of the whole organisation is also known as **macro-organisational behaviour**.

Features of Organisational Behaviour



A field of study

OB is a field of study which helps in understanding human behaviour in work organisations. It inculcates creative thinking among managers to solve human problems in organisations.



Levels of Analysis

OB involves three levels of analysis of behaviour – individual behaviour, group behaviour and behaviour of the organisation itself.



Concern for Effectiveness

OB is an action-oriented discipline. The major goal of organisational behaviour is to understand, explain and predict human behaviour in the organisational context so that it may be moulded into result-yielding situations to improve organisational effectiveness.



Human Tool

It provides a generalisation that managers can use to anticipate the effects of certain actions on human behaviour.



Satisfaction of Employees' Needs

It is the organisation's responsibility to provide a congenial climate in the organisation so that people may get their needs satisfied and the organisation may attain its objectives.



Interdisciplinary Approach

The field of organisational behaviour is heavily influenced by several other behavioural sciences and social sciences.



Science and Art

OB is both a science as well as an art.

The systematic knowledge of human behaviour is a science. The application of behavioural knowledge and skills clearly leans towards being an art.

Organisational Behaviour and the Field of Management

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Organizational behaviour (OB) is closely linked to management theory and practice.

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OB doesn't represent the entirety of management but provides a narrower focus.

2

While some may equate OB with management, it's an oversimplification as management encompasses broader aspects.

5

The term "organizational behaviour" is somewhat misleading as organizations don't collectively behave, rather it's the actions of individuals or groups that we observe.

3 OB offers a behavioural approach to management among various recognized approaches.

6 When discussing organizational behaviour, we're often referring to the attitudes and actions of top managers, departmental managers, or individual managers we interact with closely.

Organisation Behaviour as a Science

- Being a science, organisational behaviour relies upon scientific methods to build, evaluate and modify theories about behaviour in organisations.
- The scientific method attempts to produce information that is objective in the sense that it is certifiable and independent of a person's opinions or preferences.
- Behavioural sciences are not as exact as physical sciences like astronomy, physics or chemistry. The main reason for the inexactness of behavioural sciences is that they deal with human beings and it is very difficult to predict their behaviour precisely.

Determinants of Organisational Behaviour



People: Individuals and Groups

- All organisations are made up of both individuals and groups.
- Groups may be formal or informal, large or small, interrelated and complex.
- People are dynamic in nature as they interact with each other and also influence each other. They may form, change and disband the organisations.



Structure

- Structure in an organization outlines roles and responsibilities, facilitating the division of work towards achieving goals.
- It establishes authority-responsibility relationships, where authority figures guide and others comply.
- Structural design aligns with technology, external environment, and organizational member needs for effectiveness.



Technology

- Technology influences working conditions by providing tools, methods, and resources in the organization.
- Its nature depends on organizational objectives and the scale of operations, ranging from continuous manufacturing to assembly.
- Technology shapes organizational structure and imposes limitations on individual freedom within the workplace.



Environment

- Organizations are impacted by external forces such as socio-cultural, economic, political, legal, and geographical factors.
- These factors shape the attitudes, motives, and perceptions of individuals within the organization.
- Organizations also influence the environment by receiving inputs and providing outputs, maintaining an ongoing interface as long as they exist.

Importance of Studying Organisational Behaviour

- Organisational behaviour is a dynamic area of study beneficial for managers in effectively managing human resources to achieve organisational goals.
- It aids in comprehending and managing human behaviour to enhance organisational effectiveness.



Understanding of self and others

Organisational behaviour is a useful tool for understanding human behaviour in all the directions in which human beings interact.

a) **Individual Behaviour:** It tries to analyse why and how an individual behaves in a particular way.

b) **Interpersonal Behaviour:** Interpersonal interaction takes place because of an individual's natural desire for socialisation. By studying the behavioural sciences, an individual can understand himself and others better. This will help him to improve interpersonal relations considerably.

c) **Group dynamics:** An individual behaves differently as an individual and as a member of the group. His behaviour is often modified by group norms.



The Motivation of Human Resources

- A manager's primary task is to achieve objectives by leveraging the efforts of their team.
- Success is achieved by motivating subordinates towards organizational goals, facilitated by understanding their needs and external factors affecting motivation.
- Organizational behaviour provides insights into subordinates' needs and allows managers to employ incentives for motivation.



Effective Organisational Climate

- Behavioural sciences emphasize creating a holistic organizational climate over isolated improvements.
- Beyond basic factors like working conditions and compensation, focus should be on participative leadership, communication, personal goal realization, and positive workplace relations.
- Cultivating an atmosphere of collaboration and growth is essential for a healthy organizational climate.



Effective Communication

- Behavioural sciences enhance organizational communication by assessing interpersonal dynamics.
- Effective communication is vital for organizational effectiveness.
- Understanding the communication process and influencing factors guides measures for improvement.



Good Human Relations

- Organizational behaviour aids in fostering positive relations within the organization.
- Employee performance issues and union strikes may stem from psychological factors rather than tangible grievances.
- Understanding these dynamics helps address poor industrial relations and implement corrective measures.



Introduction of change in the organisation

- Change is inevitable for organizations, driven by technological, social, and political factors.
- Behavioural science knowledge facilitates the successful handling of organizational change.
- Change introduction involves leveraging group dynamics and educating employees through effective communication.
- Highlighting benefits and sharing information with all stakeholders affected by the change is essential.

Contribution of Behavioural Sciences to the field of Organisational Behavior



Psychology

- Psychology, derived from "psyche," meaning soul or spirit, is defined as the science of individual behaviour.
- It heavily influences organizational behaviour by focusing on what drives individual behaviour.
- Various sub-disciplines like industrial, clinical, and experimental psychology investigate factors such as attitudes, motivation, and learning to understand behaviour determinants.



Sociology

- Sociology applies the scientific method to understand group social behaviour and dynamics.
- It focuses on studying social groups, behaviour, institutions, classes, and relationships.
- Sociological contributions enrich organizational behaviour research by exploring interpersonal dynamics such as leadership, group behaviour, communication, and formal/informal organizations.



Social Psychology

- Social psychology merges psychology and sociology, examining how group members influence each other.
- Organizational behavior, it aids in understanding and managing resistance to change and introducing organizational changes.
- It studies changes in group attitudes, behaviours, communication patterns, and decision-making processes.



Anthropology

- Anthropology explores human culture's origin, development, and function, offering insights into individual and group behavior.
- It contributes to understanding organizational behavior by highlighting the influence of culture.
- Anthropological concerns include value systems, norms, sentiments, interactions, and group cohesiveness.

Contribution of Behavioural Science to OB

Psychology	Sociology
Attitude Analysis Personality analysis Scaling Techniques Senses and Sensation Perception Projective Techniques Learning Theory Motivational Analysis Rationality Decision Making Work Stress	Interpersonal Relations Morale Class Behavioural Patterns Role and Status Primary Group Behaviour Small Group Activity Environmental Influences Public Opinion Sociometry Formal Organisation Social Change Group Surveys and Testing Social Stratification and Values Social Institutions
Social Psychology	
Introduction of Change Attitude and Behaviour Change Group Processes Communication Team Work Group Decision Making	
Anthropology	
Cultural Dynamics Organisation Theory Status Symbols Ethnic Relations Cross-Cultural Relations	

Scope of Organisational Behaviour



Organizational Behavior (OB) is a field of study focused on behaviour within organizations to enhance effectiveness.



It examines individual, group, and structural influences on behaviour.



OB integrates psychology, sociology, and anthropology to understand human behaviour in organizational contexts.



Key concerns include individual and group behaviour, as well as the impact of structural designs.



It seeks to identify the causes and effects of human behaviour to improve organizational performance.

Challenges for Organisational Behaviour

👉 Prominent changes have taken place throughout the world that will affect the management of human behaviour including the following:



Changes in the economic environment lead to the breaking of barriers in the transfer of goods, technology and capital between countries.



Changing the pace of production technology causes the obsolescence of present techniques and skills



Revolution in information technology transforming the world economy into a global challenge



Changes in the international environment paving the way for the emergence and success of global cooperation



Increasing diversity in the workforce of the modern organisation requires greater attention to the management of human resources.

