



IMPORTANCE OF ORGANIZATION BEHAVIOUR

Dr. Sanjay Kumar

Assistant Registrar, Jawaharlal Nehru University, New Delhi-110067, India (on deputation as Deputy Director (Admn) in Prasar Bharati)

ABSTRACT

KEYWORDS:

Organizational Behaviour, Hawthorne Effect, Autocratic Model, Custodial Model, Supportive Model, Collegial Model, science and people, people are the key, environmental change, Freshwater, organizational ecology, resource dependence, empirical, workplace, organizational relationship.

Organizational Behaviour is one of the most important determinants for the success of a business enterprise as it referred to a study of human behaviour and knowledge of human behaviour vis-a-vis study of behaviour in the organizations. As the behaviour of the workforce in an organization is crucial for the development of organization, therefore, the change in the human behaviour is a focusexpans. This paper introduces about nature of people, approaches of employees, motivation and ethical values and exploring the horizons as how an organization leads to the growth when the behaviour of the employees are satisfied and positive. It presents an overview of important features of the human behaviour and discusses those components, which are appropriate to design a phenomenological research model for the organizations.

The aim of the research paper is to find out the repercussions of the organizational change, human behaviour and to know what occurred if the employees' attitude towards the work is positive or negative. The findings indicate that there are significant relationships between the employees' behaviour towards the work and the changes of the organizational patterns. Change is 'inevitable' and the organizations should widely accept it. Today being we all are in the competitive era, the organizational environment is also rapidly changes with the change of the human behaviour. Today, it is fact that on one hand, the changes occurred in the human behaviour and subsequently on the other hand the changes occurred in the environment of the organization. Therefore, change is desirable for any initiatives because without the vicissitudes, business would likely lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers.

Although, it is difficult to avoid change in new ideas, initiatives and so no but there may be many reasons for the much-needed changes such as acquisition of new technology, change in role, appointment of outside expert who fetch into new initiatives, introduction of new department, venture, establishment of new goals and also as a part of company policies. This is important that where changes always create new opportunities but on the same time are often acquire criticism from resistant individual within the group. A new trend has realized about a decade about the so-called behaviour on the part of newly inducted employees and it gives a kind of non-compatibility with their fellow colleagues.

INTRODUCTION

Organizational Behaviour (OB) is one of the delicate and complex processes connected with the organizational policy and development. In order to manage any organization, it is essential to understand various functions and processes of the organization, which *inter-alia* contained the behavioural part of the officers and employees. An organization can be determined as the combination of science and people. To

understand the operations and functions of the organization it eventually becomes desirable to examine for the veracity of why people act the way they do. The technology, science and skill are foreseeable whereas the human behaviour in an organization is unpredictable.

Organizational Behaviour is a study of the way employees interacting within the organization and subsequently an effort to generate more resourceful business

establishments. Therefore, in order to analysis the behavioural aspect of the people within groups the organizational behavior can be considered as a scientific approach to the management of workforce. The theory of organizational behavior used to maximize the output from the workers. It has been practiced that there are number of replicas on organizational behavior and in the area of study, *inter-alia* includes increasing job satisfaction, score for innovative ideas, inspiring leadership and improving job performance. Thus, the responsibility of the HR Managers are enhanced multifold and in order to attain the desired fallouts, they may have to adopt the strategies viz. restructuring, modifying the compensation packages and changing the performance evaluation criteria.

The organizational changes mainly focus on the following factors:

(a) External Factors

It has observed that external factors are playing its role in the environmental change of any organization. Such external changes are competent to cause the changes within the organization. The issues viz. resources, economic conditions, business scenario, political and social aspects may effects the change in the organization.

(b) Internal Factors

Individual factors also known as internal environment. It refers to the employees, performance and organizational structure of an organization. The attitude and behaviour of the employees are the influencing factor.

(c) Imagined Factors

Despite external and internal factor, Recruitment and Selection part can be considered as one of the crucial factor. While job interview is one of the most important parts of selection of candidate, the recommendation of appropriate candidate is equally important as it further related with the growth of the organization. Therefore, the role of the 'Members of the Selection Committee' is highly important. Generally, it has observed that sometime the Selection Committee recommended the candidate based on his academic credentials. Nevertheless, it may be more realistic and appropriate if the selection can be done based on the candidates interest to learn, work and then perform for the organization.

INCEPTION OF ORGANIZATIONAL BEHAVIOUR

Until 1970s, the field of study i.e. theory of Organizational Behaviour was not entirely recognized by the 'American Psychological Association'. Therefore, its evolution goes back to the late 1920s when a series of experiments which were designed by the *Hawthorne Electric Company* to study that how the changes in the design and environment changed the productivity of the employees. The company conducted various studies between 1924 and upto 1933, which is fairly long period to get the optimum output. The research carried out on small and long breaks of productivity in different levels of light. The most recognized result from the Hawthorne Studies now recognized as

Hawthorne Effect, the change in behaviour of a test subject when they know that they are being observed. The term 'Hawthorne Effect was coined in 1958 by Henry A. Landsberger' when earlier experiments were analyzing from 1924-32 at Hawthorne Works, a Western Electric factory outside Chicago. The purpose of this particular study was to investigate the productivity of the workers in higher or lower levels of light and it established that workers' productivity appears to recover especially when changes made and slumped when the study ended. The study also suggested that productivity of the employees were improved by the motivational factor.

As a part of various different topics of study in the field of Organizational Behaviour, the logistics and management science area which was explored during 1940s. In order to find the appropriate alternative, the special emphasis was on the use of statistical analysis and mathematical. During 1950s and 1960s the focus was paid on the application of decision analysis, psychology, management science and bounded rationality by the *Carnegie School*, a so-called *Freshwater*, which was based at Carnegie Mellon University and led by Herbert A. Simon, James March, and Richard Cyert.

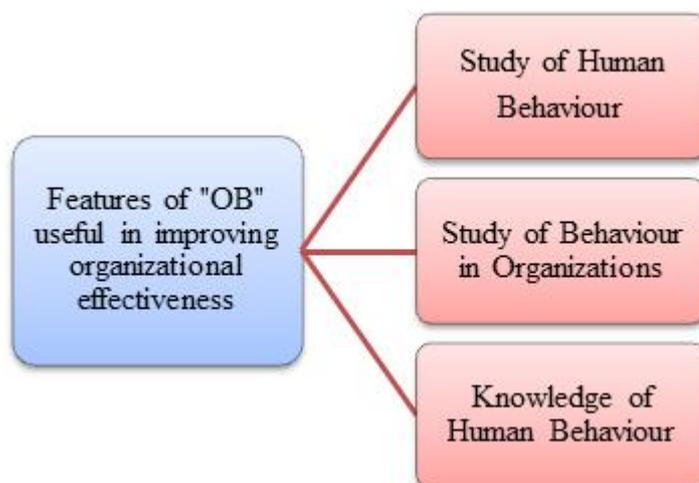
In 1970's, the theories such as (i) organizational ecology; (ii) resource dependence; and (iii) bounded rationality came in to the picture which was more focused on quantitative research. It has observed that these theories were extremely useful to understand the structure of the business houses and subsequently ensure appropriate decision-making. Thus, the 1970s period was exceptionally well work done in the field of organizational behaviour containing organizational culture, which further linked with race, gender roles, class and cultural relativism and their roles on production of the company.

DEFINITION OF ORGANIZATIONAL BEHAVIOUR

Keith Davis defined Organizational Behaviour as the study and application of knowledge about how people act within organization. It is the human tool for the human benefits and applies broadly to behaviour of employees in all type of organization viz. business, government, schools, etc. which further helped external environment, people, structure and technology to blend together in to an effective operative system. According to Stephen Robins, "a field of study that investigates the impact that individuals, groups, structure have an organization for the purpose of applying such knowledge improving an organization's effectiveness".

OB is directly concerned with the "understanding, predicting, and controlling of human behaviour in organizations. The organizational behaviour approach assumes that human are extremely complex and that there is need for theoretical understanding backed by rigorous empirical research before applications can be made for managing people effectively"².

Thus, the concept of organizational behaviour is a combination of the important features such as; (i) Study of Human Behaviour; (ii) Study of Behaviour in Organizations; and (iii) Knowledge of Human Behaviour. The "OB" represented below as below:



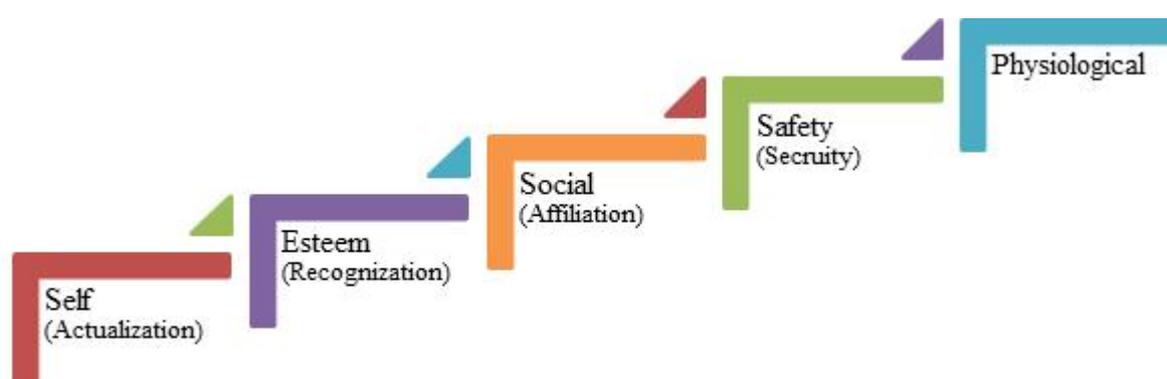
SIGNIFICANCE OF ORGANIZATIONAL BEHAVIOUR

Having no subsequent though, it can simply accepted that although Organizational Behaviour is complex and a useful behavioural study where ‘*employees are the key*’ for the successes of the organization. When recognized that the employees are the significant then obviously certain innovative skills needs to be adopted so that the workforce can be managed effectively which will further helped the Administrators to make a transition to the new paradigm. As the organizational behaviour is a dedicated process therefore if one aims to manage an organization, it is necessary to first understand its operations. An organization be considered as combination of science and people where technology, operations, work and policies can be understand by the prospective employees, but the human behaviour or employees’ behaviour cannot be predicted at all.

An ability to inspiration and comprehend human behaviour assumes knowledge of the needs of man. According to Norman Maire, need may be defined as “a condition requiring the supply of relieve”, “the lack of anything requisite, desired or useful”.³ In the opinion of Kolasa, “A

need is a lack or deficit of something within the system or organism”.⁴ Thus, it can be said that every employee can and is able to work, but he or she may or may not be willing to work for their certain demands viz. incentive, motivation or any particular work situation or out of mere indolence and lethargy. Such a situation eventually considered as part of human behaviour and as a suggestion, it may be looked upon during selection of candidate. Human behaviour is considered as one of the most important factors, which mark the merit of the growth of organization, reputation of the organization and enhance the level of satisfaction of the employees. William Faulkner has observed: “You can’t eat for eight hours a day nor drink for eight hours a day nor make love for eight hours a day – all you can do for eight hours is work. Which is the reason why man makes himself and everybody else so miserable and unhappy.”⁵

Prof. A. Maslow of Brandeis University has pointed out that “needs are organized in a series of levels, called the hierarchy of needs or the hierarchy of relative potency”⁶ and given a need priority at five levels as shown below.



The following are the reasons why the research on human behaviour is required:

- (a) Being unique of every human;
- (b) Being different behaviour and having the fact that human behaviour is inevitable, therefore, the study and research how the human behaviour can be changed due to the motivational techniques of HR.
- (c) Being human behaviour is determined the people observe, sense, listen and interact at the workplace
- (d) Being behaviour of others and environmental factors are playing the important role in shaping the behaviour of individuals.

As the world has become so complex due to competitive environment and latest communication technologies where every organization has to adopt the standard procedures different among others, therefore, the study of human behaviour as to why the people behave the way they do becomes integral part. The most profound solution has been given by 'Sam Walton' an American businessman founder of retailers Walmart. Once when, Sam Walton asked about his key success of organizations and management, he simply replied, "*People are the Key*".

Change simply refers to alteration of the existing conditions of an organization and a study of employee's attitudes and behaviour. Thus, it indicates that there is a significant relationship between readiness for change and workplace. Employees' attitude plays an important role in the implementation of the new ideas during the process of change in the organization. Sometimes the employees happily accept the changes whereas sometimes their resistance occurs against the change. According to Coch and French (1948), Kot-ter (1995), Kotter and Cohen (2002) many organizations had the drawbacks regarding the attitude of employees which lead to failure in change.

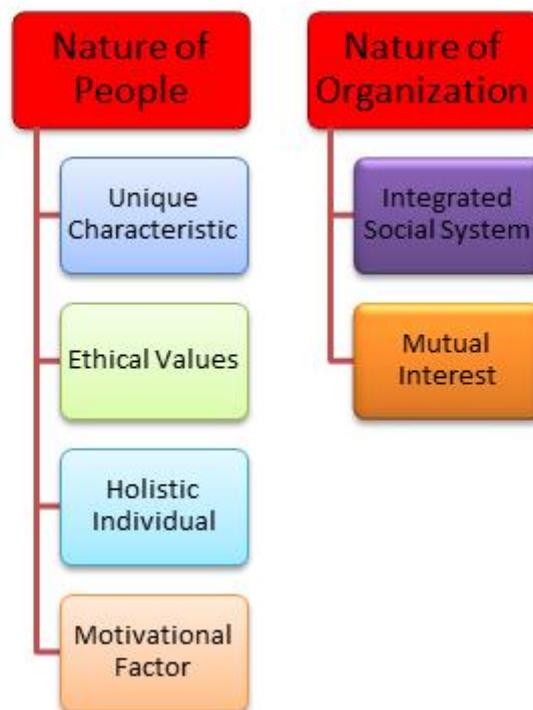
LIMITATIONS OF THE STUDY

The research has done on reading from journal, books and internet and not involved to any specific organization. The attempt has made to make it as general article covering the human behavioural aspects. The research can further done in the area by framing the questionnaire to employees and entrepreneurs. It may be good idea if it can explore in public and private sector centric.

FUNDAMENTAL OF ORGANIZATIONAL BEHAVIOUR

The organizational behaviour found to be associated in and around the organization and the nature of the people. The nature of the people included unique characteristic and he/she is different of physical and mental traits, which is unique in its own manner. This law of individual difference means that the management has to treat all the people in different way to get the best out of each. This is the main crux that every individual has to deal with different management theories. Secondly, individual is combination of personal and work life which cannot be divided into pieces. Thirdly, the motivational behaviour is one of the important aspects because it is essential for the proper functioning of the organization. Fourth, the ethics of a person that people needs to be treated with respect and dignity.

The nature of the organization is complex process which stressed upon the integrated social system. Being social organization or social structure, it is necessary that people should be treated with respect and dignity where a system is a group of independent and interrelated elements comprising a unified whole. In this context, the individuals of a society are considered as a system of characteristic pattern with relationship having a distinctive culture and values. As regards the mutual interest of organizational relationship, it can always be appropriate if the truth and loyalty toward leadership by the employees and subsequently the faith and freedom to employee by top management. This relationship may turn down as the guarantee of the success of growth of the organization vis-à-vis employees' satisfaction.



VARIOUS MODEL OF ORGANIZATIONAL BEHAVIOUR

The models of the organizational behaviour as described below:

(i) Autocratic Model

In this model, the subordinates are supposed to perform the jobs accordingly to the direction given of their managers. Therefore, managers have the power to command his/her subordinate. This model is based on the fact where management feels that they know what is the best for the business, therefore they believe that subordinates should follow the instruction of the boss rather than innovation. Being following the traditional practice of supervision of the employees, it actually involved the high human cost. The employees are not able to use their innovative ideas into the daily work due to which their dependency on the managers are increased.

(ii) Paternity Model

It also known as Custodial Model which are more focusing on employees satisfaction and security. This model is very good in terms of ensuring the social security, satisfaction and dependency of the employee on management rather than boss. The economic rewards, fringe benefits and job security etc. are the important ingredients to the employees. The employees are not feeling motivated and not ready perform independently.

(iii) Supportive Model

This model suggests that employees will take responsibility, ready to contribute towards the mandate of the organization and willing to improve their performance provided the management will them the opportunity to do so. Here, the management provided active role in the job performance rather than to extend the benefits of social security as in custodial model. The role of the management is to make the employees to feel that they are participating and involving in the organizational functions.

(iv) Collegial Model

Collegial expressed as a body of the individual having a common purpose for any work. The concept is one of the most useful and important in order to promote the sense of teamwork. Here, the management is the joint contributor rather than boss where manager and employees are working for the common goal as a team. The psychological result of the collegial approach for the employee is self-discipline. Such an arrangement in the organization promotes the feeling of job satisfaction vis-à-vis acquiring skills which results in enthusiasm in the performance by the employees.

It refers to a highly co-operative set of people who are working together to achieve the organizational objectives in a professional manner. "The role of the managers is to foster this teamwork and create positive and energetic workplaces. Manager considered is to be "coach" of the team. As coach his goal is to make the team perform well overall, rather than focus on their own performance, or the performance of key individuals. It is quite effective

in organizations that need to find new approaches – marketing teams, research and development, technology/software – indeed anywhere the competitive landscape is constantly changing and ideas and innovation are key competitive success factors."⁶

CONCLUSION

The study indicates that organizational behaviour is one of the most important factors dealing with the change management, which further leads to adoption of new technology, software, programmes and the study of individual behaviour. The employees are the influencing factor for any organization. The prominent phenomena of the organizational behaviour are observed such as job satisfaction and self-engineer. The faith and trust on organization and allow the freedom with innovation to the employees are crucial. It has been observed that where the employees are given opportunities to acquaint and initiate the new ideas, the concern organization marks its merit for the success. The success of the organization can be measured depending upon the number of satisfied people working for the goals of the organization. Such satisfaction, innovative ideas and zeal to perform as a team make the employees to feel comfortable to deal with any situation and enrich his/her skills. Therefore, it is important to study the organizational behavioural so that the change within the organizational system can be ensured properly. In addition, the perfect work allocations with higher results can only be achieved by systematic study of human behaviour. The study of organizational and human behaviour's can be used by the Administrators and HR Experts in an effective manner by understanding the culture of the company, how that culture may facilitate the productivity of the company, employees satisfaction, retention and how best to evaluate the skill set and personality with best suited for the company during the hiring process. This is being the complex system it is difficult in broke downing the theory and practical knowledge into the different segments viz. personality of the employee, satisfaction level, reward system, power and authority related with self-esteem and quality of leadership.

- (i) The personality of the individual plays an important role in the way of interaction with the group. Therefore, the personality of the individual is well needed and much desired as a part of the organizational behaviour.
- (ii) The employees should be made self-engineer rather than providing them the guidance or direction by the superiors. This will be helpful for the adaption of new technology with good results.
- (iii) The employees should be given freedom to work with zeal and innovative ideas are one of the prominent ways of management. The participation on the part of employees boosts their moral and develops the sense of belongingness with the organization.

SUGGESTIONS

- (i) It is the top leadership of any company to determine that what the alterations are required for the organizational culture. Such changes should not implemented by issuing a memorandum of specific change rather it is good idea if the Company's CEO take proactive measures by involving each and every member. This will boost the morale of the employees, promote the sense of belongingness to

the company and cut down the resistance from the employees.

- (ii) As the '*people are the Key*' of the organization and it should actually needs to be implemented in the company's policy. The employees should be trusted and respected so that their participation and optimum output can ensure.
- (iii) While change is widely accepted principle for each sphere of individual's life, therefore special emphasis needs to be provided on the effective recruitment policies. Irrespective of appointing a purely professional it may be more appropriate to engage the individual who is self-motivate, positive enough to adapt the existing people and ready to perform as a team.



BIBLIOGRAPHY

1. Landsberger Henry A, HawthorneRevised, Ithaca, 1958
2. Luthans Fred, Organizational Behavior, McGraw-Hill Kogakusha Ltd., Tokyo, 2nd Ed., 1977, pp XVIII-588
3. Maire, Norman, R.F., Psychology in Industry, George G. Harrap & Co. Ltd., London, 1959
4. Kolasa, Blair, J., Introduction of Behavioural Science for Business, Wiley Eastern, New Delhi, 1978, p. 250
5. <http://jeffhaanen.com/2012/12/29/william-faulkner-on-work/>
6. Maslow, A. H., Motivation and Personality, Harper and Brothers, New York, 1954, p.83