KARNATAKA STATE OPEN UNIVERSITY Mukthagangothri, Mysore – 570 006.

DEPARTMENT OF STUDIES AND RESSEARCH IN MANAGEMENT

M.B.A I Semester

COURSE- 4 : ORGANIZATIANAL BEHAVIOR

BLOCK

1

ORGANIZATIANAL BEHAVIOR

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BLOCK - 1 (Units 1 to 4)

BLOCK - 1

Organization behaviour is a dynamic concept. It has growing revolutionary with changing needs of environmental factors. The study of Organization Behaviour is very interesting and challenging in the present context. Today's competitive world, organizations have to be growth oriented, this is possible when productivity is incised with respect to quality of product to be produced with zero error quality.

The study material is designed to provide an accessible information to the business application of Organization Behavoiur. The Department strives to ensures that learning become a fun cannot a burden.

The present course Organization behaviour aimed at fulfilled the need of learners from the view point of Organization Behaviour, which are grouped into block of 20 units.

This block is divided into 4 units. They are, Unit 1: Introduction to Organization Behavior Unit 2: Scope of Organization Behavior Unit 3: Dynamics of Organization Behavior Unit 4: Models of Organization Behavior

UNIT -1 : ORGANIZATIONAL BEHAVIOR -INTRODUCTION

Structure:

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Organizational Behavior- Meaning and Definition
- 1.3 Contributing Disciplines to Organizational Behaviour
- 1.4 Concepts and Determinants of Organizational Behaviour
- 1.5 Summary
- 1.6 Key Words
- 1.7 Self assessment Questions
- 1.8 Reference

1.0 OBJECTIVES

After studying this unit, you should be able to ;

- Trace the origin of organisational behavior
- Discuss the influence of various disciplines that have contributed to the development organisational behavior
- Explain the concepts of organisational behavior
- Identify the Determinants of organisational behavior
- Examine the significance of organisational behavior for the organizational growth.

1.1 INTRODUCTION

Human being is the most complex to understand as individuals differ from each other in various aspects. As we have tried to understand the nature, relevance and significance of organizations, it is very essential to know the behaviour of the workers at the work place. This need has led to the emergence of a discipline known as organizational behaviour, which had a connotation earlier as Industrial psychology.

The field of organisational behaviour focuses the study and research on human behaviour in the work environment. Organisational behaviour (OB) is the study of individual and group behaviour in work settings. However the study is complex as its is has acquired new dimensions with dynamic social and technological changes for the past two decades. Changing demographics, cultural diversity, more educated work force and awareness of rights and privileges has promoted a new look at the entire organizational structure and systems.

The traditional authority structure is giving way to employee involvement, work teams, group spirit, participative decision making, lateral relations, flexible work structures and the likes. High productivity and high quality of work life have become order of the day. The management is becoming more and more aware that an organization, has no life, but for the people in it. As people are considered the most important asset of an organization, there is an increased emphasis in the need for understanding people in an work environment.

1.2 ORGANIZATIONAL BEHAVIOR- MEANING AND DEFINITION

Behavioural science has emerged as one of the most interesting area of study in the present context. Let us try to examine the origin and some of the definitions for proper learning. Organizational behaviour emerged as a distinct field of study in the late 1950s and early 1960s, on the basis of the belief that all managerial and organizational problem are not technical in nature and an understanding and predictability of human behaviour can help managers make their organizations more effective.

The study of human behaviour, being a part of general management can be traced back to 4000 *EC*, when Egyptian pyramids were built or when the dawn of mankind when people hunted in groups for livelihood and protected their families against hostile environment forces. An organized development of economic science and management as distinct disciplines began around the early 18th century when there was shift from cottage industry to the factory system, which gave birth to the industrial revolution in Europe, specifically in England (UK). The Industrial revolution changed the entire behaviour of the civilized world. *Adam smith* a famous economist was the person who advocated management principles, in the area of division of labour and specialization in 1776.

Over the years many scholars and practitioners have contributed towards an organized study of human behaviour within organizational environment with special consideration goin g into Prof. *Elton Mayo* and his Hawthorne experiments. These experiments focused upon an understanding of human needs and desires and their relationship with motivation and performance.

Abraham Maslow in support with Elton Mayo's contention and findings presented a theory of individual needs, which is popularly known as need hierarchy. The basic aim of this approach is to increase the organizational effectiveness of its common resources, which could be achieved properly by taking care of human needs. In general, the lower level needs must be satisfied before the higher level needs arise. A manager should be aware of all these needs and use different methods to motivate workers. This is critical and very significant because the fact that complexity of Man's nature. The management must try to assess what motivates people towards better performance and the necessary steps to create an environment which induces positive and strong motivation. The behavioral approach had a major impact on management thinker's night through the 1970s and indeed changed the structure of the organization from the bureaucratic to participative in which the workers have more freedom to participate in the affairs of the organization. However, some serious questions have to be answered, as to whether a workers is entirely 'social man' or an 'economic man' .This is because of the fact that not all employees seek self actualization as their ultimate goal. Whereas some professionals may be motivated by recognition and feeling of self-fulfillment, it may be different in case of blue collar workers for whom increased economic benefits are the only motivators. Considering the above observation and the fact that human behaviour is complex, there is a need to study as to know how does an employee behaves in a group or as an individual in the work environment and also as to study what is the motivating factor that increases performance of an employee.

The present day challenging business environment and cut-throat competition has given more scope for the study of organisational behaviour.

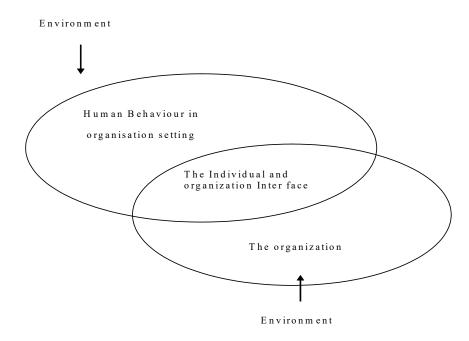
Let us try to get a clear picture of organisational behaviour and learn the meaning.

"Organisational behaviour is the study and application of knowledge about how people act within organizations. It is a tool for human benefit. It applies broadly to the behaviour of people in all types of organizations. Such as business, government, schools and science organization.

"Organisational behaviour means that study of the behaviour of individuals and groups in organizations and organizations themselves, as they interact to attain desired outcomes".

"Organisational behaviour is directly concerned with the understanding, prediction and control of human behaviour in an organization".

Figure 1.1 Organisational Behaviour-Nature



From the definitions we can assess that the study of human behaviour in work environment is the interface between human behaviour and the organistion, and organization itself study of the individual behaviour alone is incomplete because the action of the employee influences and are influenced by the organization where they work. The influence of the environment on the interface between the individual and the organization cannot be overlooked. Fig 1.1 depicts the integrative study of Organisational Behaviour.

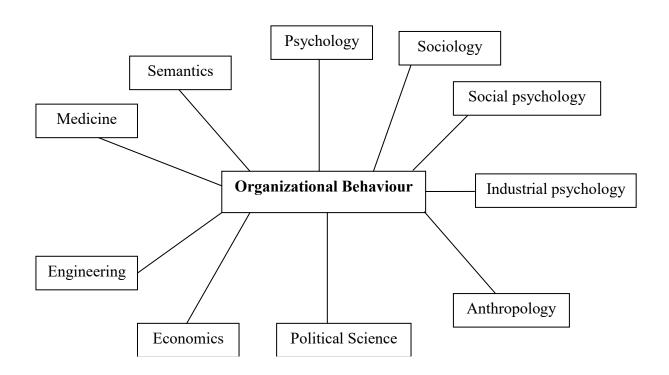
1.3 CONTRIBUTING DISCIPLINES TO ORGANIZATIONAL BEHAVIOR

The study and understanding of human behaviour has posed a strong challenge to both the scientific thinkers as well as traditional thinkers. Many of them have been concentrating to identify the causes of human behaviour. Science has always been involved in the "cause" and "effect" phenomenon and the relationship between them as to how a "cause" induces "effect". Likewise, the behavioural scientists want to find out why people behave the way they do. They want to find a common denominator of human behaviour which can be generalized and classified into standard causes which result into identifiable and functionally dependent patterns of behaviour. Thus, by discovering and analyzing these causes, the behaviour can be predicted, manipulated and controlled.

OB is concerned with people's thoughts feelings, emotion and actions in a work environment. To understand an individuals behaviour is in itself a challenge and understanding group behaviour in an organisational environment would be a Herculean managerial task.

The organizational behaviour is specifically concerned with work related behaviour, which takes place in an organization. Organisational behaviour is the synthesis of many other fields of study and is built upon contribution from a number of behavioural disciplines. The predominant area of psychology is concerned with the study of individual behaviour. Also, other behavioural disciplines affect the group dynamics and organizational system. The contributing disciplines to organisational behaviour field are shown in fig 1.2 and a brief description of each field is essential to understand better.

Figure 1.2 Inter Disciplinary Influences



Psychology

Psychology is a science that seeks to study, understand, measure, explain and possibly change the behaviour of hurnans. Relative to organizational environment, it assists in understanding motivation at work, individual and interpersonal perceptions, functioning of personality, effects of training, leadership effectiveness, job satisfaction

and attitude measurement. Psychology also studies such behaviour patterns as fatigue, boredom and monotony which impede efficient work performance. This discipline is considered as fundamental for the study of organisational behaviour.

Sociology

Sociology as a science, has a major impact on the field of organisational behaviour. It involves the study of social systems in which individuals exercise their social roles in relation to their fellow human beings, be it within the family or within the organization. Few of the organizational processes considered are group dynamics, organizational structure, bureaucracy, power and conflict.

Social Psychology

As we have observed that psychology deals with individual behaviour, and sociology deals with group behaviour, the social psychology examines interpersonal behaviour. The social psychologists are concerned with intergroup collaboration, group decision making and integration of individual needs with group activities. Another area under investigation by social scientists is the effect of "change" on individuals and how people adjust to "change" both as individuals and in group context.

Industrial Psychology

Industrial psychology helps to understand the individual reactions to industrial environment. It involves selection and placement of individual into particular jobs through psychological tests, study of mental health as affected by physical industrial environment, impact of organizational structure on human performance and the types of job affecting, safety and morale of workers. Organisational behaviour is an extension of Industrial psychology and in the present situation both the terms have become synonymous.

Anthropology

Anthropology primarily studies the cultural impact on individual behaviour. It is our cultural heritage that builds our value system and our sense of right and wrong which in terms affect our norms of acceptable behaviour. The differences in behaviour under the same set of circumstances can be traced to cultural up bringing and the values learned in the cultural environment. Thus behaviour to some degree, can be predicted on the basis of cultural generalities.

Political Science

Political science even though considered as the study of political system, has many ingredients which directly affect human behaviour in organizations since politics dominates every organisation to some degree. Many themes of interest directly related to organizational behaviours are political manipulation, allocation of power, conflict and conflict resolution, coalition for power and self interest enhancement.

Economics

Economics aids in the understanding of economic condition at a given time, economic policies of the government allocation of scarce resources to different competing alternatives and all these factors affect organizational climate. Organizational behaviour has learned a great deal from such economic factors as labour market dynamics, cost-benefit analysis, marginal utility analysis, human resource planning, forecasting and decision making.

Engineering

Engineering, especially the industrial engineering branch, has contributed significantly in the areas of time and motion study, work measurement, work flow analysis, job analysis, job design, wage and salary administration, ergonomics, training and development etc. Each of these areas has impact on Organisational behaviour.

Medicine

Medicine is the latest discipline to contribute for organisational behaviour. The primary area of interest is work related stress; tension, fatigue and depression. The study of cause and consequences of stress, fatigue and use of individual drugs, physiotherapy, physical exercise, meditation, yoga to reduce stress is fast becoming an area of study with in the organizational environment.

Semantics

Semantics is one of the more recent disciplines, helps in the study of communication within the organization. Misinterpreted and misdirected communication or simply lack of proper communication creates many behavioural problems. Communication as such, is the life line of an organization and flow of information at all levels is very essential for the success of an organization. This study tries to sort out differences in individual interpretations of words and symbols.

1.4 CONCEPTS AND DETERMINANTS OF ORGANISATIONAL BEHAVIOR

The discipline of organisational behaviour is based on a few fundamental concepts, which revolve around the nature of people and organizations. Every discipline be it a social science or physical science, will flourish on definite assumptions.

Let us discuss few of the assumptions which are determinental for the study of organisational behaviour.

Individual differences

People have much in common but each person in the word is also individually different. Each individual is different from others in several ways. Whether it is intelligence, physique, personality or any such trait one can really find striking differences.

Individual differences mean that management can get the greatest motivation among employers by treating them differently. If it were not for individual differences, some standard, across the broadway of dealing with employees could be adopted and minimum judgement would be required to maintain the employees.

As we can assess because of the individual differences organisational behaviour begins with the individual. Only a person can take responsibility and make decisions; where as a group by nature cannot do so. A group is powerless until one individual takes the lead of it.

A whole person

When an individual is appointed his /her skill alone is not hired, his /her likes & dislikes, pride and prejudices are also hired. A person's family life cannot be seperated from factory life. This is the reason because of which a manager tries to relate the factory or the working place to home. A manager not only strives hard to develop a better employee out of a worker, but also a better person in terms of growth & fulfillment.

Caused behaviour

We have come to know that the behaviour of an employee is caused and not random. The behaviour is directed towards some end that the employees believe rightly or wrongly, in their best interest. Thus, when a worker comes late to work, or irritates the supervisor, there is a cause behind it. The manager must realize this basic principle and to solve the problem of late coming or indifferent behaviour with the co-workers, he must discover the causes behind the behaviour and tackle it.

Human dignity

This concept is of a different order from the other three because, it is more an ethical philosophy than a scientific conclusion. This confirms the fact that human beings are to be treated differently from the *other* factors of production because they are of higher order (i.e. human resource asset). This recognizes human dignity because people are of a higher order, they want to be treated with respect and dignity. Every job, however simple, entitles the people who do it to proper respect and recognition of their true aspirations and abilities. This concept rejects the old idea of using employees as an economic tool or as a mere factor of production.

Organizations are social systems

We have learnt from sociology that organizations are nothing but social systems; consequently there in are governed by social laws as well as psychological laws. Just as people have psychological needs, they also have social roles and status. Their behaviour is influenced by their group as well as by their individual drives. Thus we can outline that there exists two system one is the formal social system and other is informal social system.

The existence of a social system implies that the organizational environment is one of dynamic nature rather than a static set of relations as revealed in an organization chart. All the elements of a system are inter-dependent and inter-related and are subject to be influenced by any other part.

Mutuality of Interest

This concept is represented by the statement that "organizations need people and people also seed organizations". Organisations have a human purpose. They are formed and maintained on the basis of some mutuality of interest among their participants. People see organization as means to help them reach their goals, while at the same time; organizations need people to help reach organizational objectives.

If mutuality is lacking it makes no sense in trying to assemble a group and develop co-operation, because there is no common base on which to build. Mutual interest provides a super ordinate goal that unites the variety of needs that people bring to organizations. The result is that people are encouraged to solve the organizational problems, rather than finding fault in each other.

Holistic concept

Holistic concept is the assortment of all the six fundamental concept of organisational behaviour. This concept interprets people organization relationships in terms of the whole whole person, whole group, whole organization and whole system. It tries to have a broader view of people in organizations in an effort to understand as many as possible factors that influence their behaviour. The Holistic concept tries to analyse the issues in terms of the total situation affecting them rather than an isolated event or problem.

These are the concepts that form the base for the study of r organizational behaviour as a discipline.

1.5 SUMMARY

Organisational behaviour is the study of human behaviour in organizations knowledge about human behaviour is useful to improve organizational effectiveness.

Organisational Behaviour is a inter disciplinary area of study. It draws heavily from behavioural disciplines, prominent among them are psychology, sociology, anthropology, industrial psychology and engineering. While, psychology and anthropology have contributed to the study of individual behaviour, sociology is responsible for the study of group behavior, society and organization. The discipline such as OB like any other discipline is based on the fundamental concepts. The most important amongst them have been discussed to enable the students to have a better learning. The growth and development of OB as an important discipline is based on the concepts and determinants. Furthermore, the factors' affecting individual behavior in the organization is the focus of study.

1.6 KEY WORDS

- Anthropology
- ♦ Behaviour
- Determinants
- Human Dignity
- ♦ Holistic
- Organisation

- Psychology
- Semantics

1.7 SELF ASSESMENT QUESTIONS

- 1. Define organisational behaviour.
- 2. Briefly explain the scope of organisational behavior.
- 3. Discuss the origin and nature of organisational behaviour.
- 4. Discuss briefly various contributing disciplines to organisational behaviour.
- 5. Explain the concepts and determinants of organisational behaviour.
- 6. Write a note on the organization you are familiar with and examine the practices of OB in the organization

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UNIT - 2 : SCOPE OF ORGANIZATIONAL BEHAVIOR

Structure:

2.0	Objectives
2.1	Introduction
2.2	Scope of Organizational Behavior
2.3	Behavioural Approach to Organizational Behavior
2.4	Research in the Discipline of Organizational Behavior
2.5	Historical development of Organizational Behavior
2.6	Summary
2.7	Key Words
2.8	Self Assesment Questions

2.9 Reference

2.0 OBJECTIVES

After studying this unit, you should be able to ;

- Assess the scope of organizational behavior
- Explain the Behavioural approach to organizational behavior
- Examine the findings of research on organizational behavior
- Analyse the organizational behaviour model

2.1 INTRODUCTION

The previous unit gives the introductory aspects related to the field of organizational behaviour, covering the concepts and determinants of organizational behaviour. These concepts give the base for the emergence of organizational behaviour as a prominent discipline and for the success of organizations. The growing awareness that all managerial problems were not technical in nature and that productivity and organizational effectiveness did not depend entirely on the mechanical processes has been proved right. The awareness focused on the philosophy that behavioural and social processes have significant impact on the workers in the work pi ace and that an understanding and predictability of human behaviour could help managers make their organizations more effective. Thus the emphasis shifted to social sciences as well as to psychologists, sociologist, anthropologists and others who have been studying management problems from behavioural perspective and trying to develop a valid and unified body of knowledge, concerning organizational behaviour.

We have learned that the technical analytical and conceptual skills are primarily knowledge based and can be learnt and predictably applied, where as human skills which pose the greatest challenges to management due to complexity of human psychological process and unpredictability of human behaviour. Human skills require effective interacting with others and the quality of this interaction determines the team spirit and dedication within the organization. Thus, the discipline of organizational behaviour tries to extend its research to assess human behaviour as an individual and also in the group.

2.2 SCOPE OF ORGANIZATIONAL BEHAVIOR

Organizational behaviour, as mentioned earlier, is the study of human behaviour in organizations. The subject encompasses the study of individual behaviour inter-individual behaviour, and the behaviour of organizations themselves,

Intra-personal behaviour covers such aspects as personality, attitude perception, learning, opinion, motivation and job satisfaction.

Interpersonal behaviour includes group dynamics; inter group conflict, leadership, communication transactional analysis and the like.

About organizations, the study covers such aspects as their formation, structures, effectivensss and formal and informal organizations.

These three levels of analysis are not necessarily mutually exclusive. The field of organizational behaviour embraces them as being complementary. In the past, the three levels were pursued with little coordination by behavioural scientists. Now however, a major contribution of those interested in the organizational behaviour field is the attempt to integrate these three levels of analyses, although this will require much more effort. The individual focus is no more important or valuable to the manager within an organization than is the group or formal organization focus. There is no need to choose one level of analysis and exclude the others. The managers in business, health care, education government, and religious organizations have problems in common that require a inter disciplinary approach. This can be provided by organizational behaviour because it emphasizes all these levels of analysis the individual the group and the formal organization.

It may be emphasized that though the subject of organizational behaviour applies to all types of organizations, the focus here is towards business establishments only. This is so because, the paper is primarily addressed so the management students preparing themselves for occupying important positions in industrial and business enterprises.

2.3 BEHAVIOURAL APPROACH TO ORGANIZATIONAL BEHAVIOR

The behavioural approach is also known as the human relations approach, is based on the premise of increase in productivity and managerial efficiency through an understanding of people. The growth and popularity of this approach is attributable to proffessor *Elton mayo* who along with his associates from Harvard business school, USA, carried out the famous "Hawthorne studies". These studies were conducted at Western Electric Company's Hawthorne plant situated at Illinois in Chicago to determine behavioural aspects of employees in the work environment. The WEC were into manufacturing of bells and other equipments for telephone industry. They conducted a series of experimental and observational studies in the plant and conducted employee interviews between 1924 to1932. The experiments were carried out in four phases. They are

- I. Illumination experiments (1924 27) to find out the effect of illumination on worker productivity.
- II. Relay assembly test room experiments (1927-28) to find out the effects of changes in the working hours and other working conditions on productivity.
- III. Mass Interviewing programme (1928-30)-to find out the workers attitudes and sentiments towards the work and work environment.
- IV. Bank wiring observation room experiments (1931-32) to find out social aspect of work organization.

Hawthorne experiments have opened a new chapter in management by suggesting management through good human relations. Human relations involves motivating people in organization in order to develop team work which effectively. Fulfils their needs and achieves organizational goals. Hawthorne studies have tried to unearth those factors which are important for motivating people at work place.

These studies showed that better physical work environment or increased economic benefits in themselves were not sufficient motivators in increasing productivity. In effect the emphasis shifted to psychological and social forces. These experiments demonstrated that is addition to the job itself; there are other factors that influence workers behaviour. Informal social groups, management - employee relations and the inter-relatedness of many other facets of work environment were found out to be quite influential in improving productivity. *Mayo* discovered that when workers were given special attention by management, the productivity increased irrespective of actual changes in the working conditions.

The Hawthorne studies represented a major step toward, systematically studying worker behaviour, thus laying foundation for the field of organizational behaviour.

Also central to this approach was an increased, understanding of the individual

worker with emphasis on motivation, needs, wants; inter personal relationships and group dynamics. The findings suggested that group dynamics. The findings suggested that an office or a factory is not only a work place but also a social environment in which the employees interact with each other. This gave rise to the concept of worker as a "Social man", whose interactions with others would determine the quality and quantity of work produced. We have to understand however, in spite of the fact that this social environment is an important factor in improving the quality and output, it does not replace economic benefits for low salaried workers and indeed it may increase turnover of employees, even if the working conditions are satisfactory.

2.4 RESEARCH IN THE DISCIPLINE OF ORGANIZATIONAL BEHAVIOR

It is well known that behaviour is a different subject matter, simply because it is an extremely, complex phenomenon.

However, we also know that behaviour is not totally unpredictable. It has certain generalities that subscribe to "cause and effect" phenomenon. These generalities must be studied thoroughly and systematically, so that some foundations can be formed which can describe certain behaviour patterns. Even though each person is unique in his or her own way, some generalities can be drawn about the behaviour either due to reflex such as pulling your hand away from heated part of the machinery or due to certain societal forms of reaction such as anger and protests on the part of employees when faced with pay reduction.

While certain aspects of behaviour may be genetic in nature, much of the work related behaviour can be traced to a set of identifiable causes. It is assumed that human action is typically the result of a set of s which can be identified and possibly measured. If these forces can be accurately studied and the impact on human behaviour correlated, then it would be possible to predict certain aspects of such behaviour. For example, unhappy workers are more likely to leave their current jobs and find employment elsewhere. Thus knowing the reasons for the employees unhappiness at work and finding solutions for their unhappiness would ascertain their loyalty to the company. In order for any phenomenon to be usefully reviewed it is important and necessary that in depth research be conducted into various characteristics of such phenomenon. Research is an objective and systematic way of gathering information about a phenomenon. This information forms the basis upon which sound managerial decisions are based. Such research in the field of human behaviour has four major goals. These are:

Description -most behaviours are not unique. There are many common aspects of behaviours in a reasonably homogeneous population. Describing such aspects of behaviour leads to commonalities about behaviour which can be placed into certain classifications. These classifications can narrow the field of observation relative to each classification so that each aspect of behaviour can be studied more thoroughly.

Explanation - This goal determines the reasons for occurrence of certain types of behaviour when such types have been clearly defined and described. It is a possible statement of underlying processes that are responsible for the outcomes of such behaviours. For example, an unhappy sex life with the spouse generally exhibits an irritable behaviour at work. Similarly, financial problems where the resources are inadequate to meet the demands show up in depression and tension.

Prediction - Prediction of behaviour is possible when the connection between pattern has been accurately established. Thus, the effects can be predicted if the underlying causes can be identified with reasonable degree of accuracy. Some behaviour patterns can be predictable on the basis of similar past situations. For example it is known that when somebody is praised for his contribution and achievement, his morale becomes high and he becomes highly motivated.

Control - The ultimate conclusion of any research is the ability to control and manipulate the outcome of events. Once we are able to predict behaviour on the basis of certain causes, we can take some measures to create or induce such cause that would result in a behaviour we want.

2.5 HISTORICAL DEVELOPMENT OF ORGANIZATION BEHAVIOR

Organizational behavior is based on the knowledge generated through systematic research. Prior to systematic researches, various management practitioners have also tried to find out the answers to prorganisational behaviourlems and solved the complexity of human behavior in organization. However, such attempts have been mostly in the area of organizational planning, organizing and controlling human behavior in the organization and have led to the development of structural approach of organizational and missed significant aspects of analysis of human behavior in organization. Such approaches have been in the form of scientific management, administrative theory and other organizational theory. The real beginning of researches in the area of human behavior in organization was made by Hawthorne experiment

The real beginning of applied research in the area of organization behavior started with this experiment. The findings of these studies were given new name called Human Relations or Human Approach of organization. In November 1924, a group of professors from Hawthorne business school, USA under the leadership of Prof.Elton mayo began an enquiry into the human aspects of work and working conditions at the Hawthorne plant of Western Electric Company, Chicago, which was engaged in producing bells and other electrical equipments for telephone industry. They conducted a series of experimental and organizational behavior servational studies in the plant and conducted employee interviews between 1924-32. These experiments were as follows:-

Illumination Experiments (1924-27) to find out the effect illumination worker productivity.

Relay assembly test room experiments (1927-28) to find out the effects of changes in working hours and working conditions.

Mass interviewing programmes (1928-30) to find out the workers attitudes and sentiments .

Banker wiring organisational behaviourservation room experiments 1931-32) to find oput social aspects of the work organization.

A number of conclusion were drawn on conducting the above experiments . they concluded that organization is more than an arrangement of persons and it is a social system ; the behavior of workers and their performance is not only the product of working conditions but also the product of their moral and satisfied workers only contribute for higher productivity , and so on and so forth .

Hawthorne studies brought into light the importance of social and psychological aspects to be understood and to the satisfied but the greatest organisational behaviourjection of the human relation theory is that this approach lacks scientific validity because the experiment were conducted on small group of workers in America. OB was never accepted as a distinct discipline till 1940 and 1950, and was popularly known as 'Industrial Psychology'. Only in the later part of 1970, the word organisation was attached to it. Therefore researchers investigated human research issue with the help of a number of research method and began refinement, extension and synthesis of

human relation approach. These efforts have led to development of a new science called behavioral science or human research approach to the management. Important contributors to this approach are sociologist and psychologists like Chester Barnard, Henri Fayol, Frederick Herzberg, Abraham Maslow, David McClelland, and Victor Vroom, Douglas McGregor, Karl Weick and Mary Parker Follett. In the 1960s and 1970s, the field became more quantitative and produced such ideas as bounded rationality, the informal organization, and resource dependence. Contingency theory, institutional theory, and organizational ecology also emerged.

Starting in the 1980s, cultural explanations of organizations and organizational change became areas of study. Informed by anthropology, psychology and sociology, qualitative research became more acceptable in organisational behaviour.

During the last 20 years, there have been additional developments in organisational behaviour research and practice: Anthropology has become increasingly influential, and led to the idea that one can understand firms as communities, by introducing concepts such as organizational culture, organizational rituals, and symbolic acts. Leadership and motivational studies became part of organisational behaviour.

Two factors influencing organizational behavior today are the use of ethics in decision making and the impact that technology has on creating or easing work related stress. Ethics provide the foundation for human behavior, both inside and outside of organizations. One's sense of ethics is the ruler with which one measures one's behavior, thoughts, and decisions. Within organizations, unethical behavior can also be illegal, providing a complicating twist to decision making. In business today, organizations must keep up with the changes in technology in order to remain competitive and thrive; yet, keeping up with changing technology can have negative impacts on stress in the place of work.

Organisational behaviour researchers have shown increased interest in ethics and its importance in an organization.Organisational behaviour researchers have become interested in the aesthetic sphere of organizations, drawing on theories and methods from the humanities, including theater, literature, music, and art. OB is a discipline continuously evolving and growing, with the inluence of technology and ever changing human needs, driving the organisations towards new dimensions.

2.6 SUMMARY

A Study of organisational behaviour is useful in more than one way. It enables an individual understand human behaviour which would contribute improved inter-personal relation. This unit tries to cover the scope of organisational behaviour, the behavioural approach where the out come of hawthorn studies has been the root for the emergence of organisational behaviour on significant folded of study has been observed. The subject enables a manager to motivate his employees for better results. It will help improve industrial conduciveness.

Research in the field of organisational behaviour discusses about the four major aspects. Description of the human behaviour, Explanation for the cause of such behaviour prediction of the human behaviour in certain situations and the ultimate conclusion is to haw to control and manipulate the out corne of events.

Organisational behaviour has its own limitation. An induvidual may be very good in the organisation, but in his personal life; he may not be successful. The organisational behaviour model briefly describes the outcome of human behaviour as an individual and in the group and also the influence to cause such behaviour. All such behaviours are interrelated with the organization and this ultimately has an influence on the organizational effectiveness.

The subject of organisational behaviour is ever growing multiple courses, where the subject is compulsorily taught and the professional institution which are subject to promote organizational behaviour stands as testimony to ever increasing popularity of the discipline.

2.7 KEY WORDS

- Complex
- Cumulative
- Inter-personal
- Prediction
- Testimony

2.8 SELFASSESMENT QUESTIONS

- 1. Discuss the scope of organisational behaviour in the dynamic Industrial scenario.
- 2. What is behavioural approach?
- 3. Explain the process of behavioural approach to organisational behaviour.
- 4. Bring out the contributions of Hawthorne study.
- 5. Describe the scope of research in organisational behaviour discipline.
- 6. Explain the various components organisational behaviour model.

2.9 REFERENCE

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UNIT - 3 : DYNAMICS OF ORGANIZATIONAL BEHVIOR(OB)

Structure :

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Forces of OB
- 3.3 Dimensions of OB
- 3.4 OB challenges
- 3.5 Summary
- 3.6 Keywords
- 3.7 Self Assessment Questions
- 3.8 Reference

3.0 OBJECTIVES

After studying this unit, you should able to ;

- Identify the forces affecting organizational behavior
- Explain the forces affecting organizational behavior
- Analyze the dimensions of organizational behavior
- Highlight the challenges of organizational behavior

3.1 INTRODUCTION

OB is an ever dynamic field of the study as it deals with human needs, organizational compatibility and achievement of goal. Organizations are driven by people who are the most complex factor, to be understood, motivated and controlled. OB examines the dynamics of the relationship within small groups, both formal and informal groups. Organization is affected by forces that influence the human behavior of an individual and are directly related to the performance.

Organization behavior tries to integrate four elements people, structure, technology and environment. Organization behavior rests on an interdisciplinary foundation of fundamental concepts about the nature of people and organizations. The changing dimension of the operations, globalization, and workforce diversity has created challenges for organizational behavior. This unit attempts to provide insight into the dynamics of organizational behavior.

3.2 FORCES AFFECTING OB

Organization is affected by a complex set of forces today. The forces can be broadly classified into four- people, structure, technology and environment. It is clearly depicted in figure 3.1.

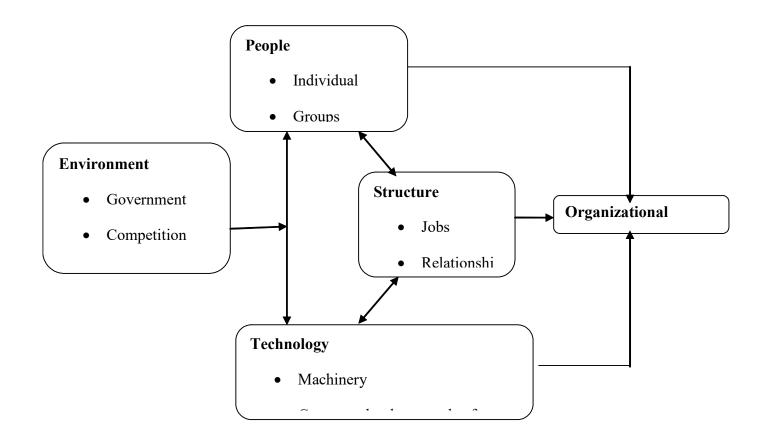


FIGURE 3.1 Key forces affecting Organizational Behavior

(Source: Organizational Behavior-John W Newstrom)

People: People make up the internal social system of the organization. That system consists individual and groups, and large groups as well as small once. There are unofficial, and disband. People are the living, thinking, feeling belongs who work in the organization to achieve their objectives. We must remember that organization exists to several people, rather than people existing to serve organization.

Structure: Structure defines the formal relationship and use of people in the organization. Different jobs are required to accomplish all of an organization's activities. There are managers and employees, accountants and assemblers. These people have to be related in some structural way so that their work can be effectively coordinated. These relationships create complex problems of cooperation, negotiation and decision making.

Many organizational structures have become flatter (containing fewer levels, a goal of

ten attained by cutting middle-management positions.) This downsizing and restructuring has occurred as a result of the pressure to lower costs while remaining competitive.

Technology: Technology provides the resources with which people work and affects the tasks that they perform. They cannot accomplish much with their bare hands, so they construct building, design machines, create work processes and assemble resources. The technology used as a significant influence on the working relationship. An assembly line is not the same as research laboratory, and steel mill does not have the same working conditions as a hospital. The great benefit of technology is that it allows people to do more and better work, but it also restricts people various ways.

Environment: All organization operates within an internal and an external environment .A single organization does not exist alone. It is part of a larger system that contains many other elements, such as government, the family, and other organization .Numerous changes in the environment create demands on organizations. Citizens expect organizations to be socially responsible: new products and competition for customers come from around the globe; the direct impact of unions diminishes; the dramatic pace of change in society quickens.Environment is an ever dynamic force which affects all organizations, inturn the people concerned.

3.3 DIMENSIONS OF OB

OB as a interdisciplinary study, and has been influenced to a great extent by four dimensions. Let us try to learn each one in detail.

A) HUMAN RESOURCES APPROACH

The **human resource approach** is developmental. It is concerned with growth and development of the people toward high level of competency, creativity, and fulfillments, because people are the central resource in any organization and any society. The nature of the human resource approach can be understood by comparing it with traditional management approach of the early 1900's. In the traditional approach, managers decided what should be done and then closely controlled employee to ensure task performance. Management in the earlier days was direct and control. The human resource approach, on the other hand, is supportive. It helps employees become better, more responsible people, and then it tries to create a climate in which they may contribute to limits of their improved abilities. It assumed that expanded capabilities and opportunities for people will lead directly to improvements in operating effectiveness. Work satisfaction also will be a direct result when employees make fuller use of their abilities. Essentially, the human resources approach means that better people achieve better results.

Human resources approach is known as the **supportive approach**, because the manager's primary role changes from control of employees to active support of their growth and performance.

B) CONTIGENCY APPROACH

The more accepted view in the twenty-first century is that few across-the-board concepts apply in all instances. Situations are much more complex than first perceived, and different variables may require different behavioral approaches. The result is the contingency **approach** to organizational behavioral, which means that different situations require different behavioral practices for greatest effectiveness.

Each situation must be analyzed carefully to determine the significant variables that exist in order to establish the kinds of practices that will be most effective. The strength of the contingency approach is that it encourages analysis of each situation prior to action while at the same time discouraging habitual practice based on universal assumptions about people. The contingency approach also is more interdisciplinary, more system-oriented, and more research-oriented then the traditional approach. Thus it helps managers use in the most appropriate manner all the current knowledge about people in organization.

C) RESULT-ORIENTED APPROACH

A dominant goal for many organisations are to be productive, hence **result orientation** is a common thread woven through organizational behavior. Productivity, at it simplest, is a ratio that compare units of output with units of input, often against a predetermined standard. If more outputs can be produced from the same amounts of inputs, productivity is improved. Or if fewer inputs can be used to produce the same amounts of outputs, productivity has increased. The idea of productivity does not imply that one should produce more output; rather, it is a measure of how efficiently one produces what ever output is desired. Consequently, better productivity is a valuable measure of how well resources are used in society. It means that less is consumed to produce each unit of output. There is less waste and conservation of resources-a result increasingly valued by many in society.

1. Knowledge × skill	= ability
2. Attitude × situation	= motivation
3. Ability ×motivation	= potential human performance
4. Potential performance \times resource \times opportunity	= organizational result

Fig 3.3 Role of Organisational Behaviour in Work Systems

(Source: Organizational Behavior-John W Newstrom)

The role that organization behavior plays in creating organization result is illustrated by a set of factors and the relationship between the factors and the relationship between the factors. Let us look first at a workers ability. It is generally accepted that the product of knowledge and can be improved through hiring better workers or providing existing employees with job related trainings. Motivation results from a person's attitude reacting in specific situation. This emphasizes employee attitude and how they are affected by situational factors to determine motivation. The interaction of motivation and ability determines a person's potential performance in any activity.

D) Systems Approach

The system approach compels managers to take a holistic view of the subject. **Holistic organization behavior** interprets peoples-organization in terms of the whole persons. Whole group, whole organization, and the whole social system. It takes an acrossthe-board view of people in organization in an effort to understand as many of the factors possible that influence people's behavior. Issues are analyzed in terms of the total situation affecting them rather than in terms of isolated events or problem.

A system viewpoint should be the concern of every person in an organization. The clerk at a service counter, the machinist, and the manager all work with people and there by influence the behavioral quality of life in an organization and the organization's outputs. Managers, however, tend to have a larger responsibility, because they are the once who make more of the decision affecting human issues, and most of their daily activities are people related. The role of managers, then, is to use organizational behavior to help achieve individual, organizational, societal goals. Managers help build an organizational culture in which talents are utilized and further developed, people are motivated, firrms becomes productive, organization achieve their goals, and society reaps the rewards.

3.4 OB- CHALLENGES

OB in the present scenario is facing many challenges as the operations of the organizations are going global, organization structure becoming flat and increased use of technology. Let us examine some of the challenges of OB.

RESPONDING TO GLOBALIZATION:

Organizations are no longer constrained by national boarder. The world has become a global village. Organisations have become flat and decision making is completeletly decentralised, employees are empowered and diverse work culture persists. In the process, the manager's job has changed.

- **Increased overseas assignment:** The managers are facing increasing likely to find themselves in a foreign assignment-transferred to your employer's operat ing division or subsidiary in another country.
- Working with Different Cultures : Even in own country managers find themelves working with bosses, peers, and other employees born and raised in different cultures.
- **Transfer of jobs to countries with low cost labor :** Managers in advanced nations are facing challenges, where minimum wages are typically \$6 or more an hour, to compete against forms that rely on workers from china and other develop ing nations where labor is available for 30 cents an hour.

MANAGING WORK-FORCE DIVERSITY:

Diversity can out to be a big liability in the hands of a manager who is not sensitive to the needs, cancers and expectations of a diversified work group, it can pose, lot of problems when a particular section of employee feels neglected or bypassed. The perceived in equity might reside only in the brains of some who might have been pushed to a corner on grounds of poor performance. Subsequent law suits could threaten the very existence of a company. When the reputation of a company, for right or wrong long reasons, takes a serious dent, it may be difficult to attract talent later on. Some of the challenges may seen insurmountable but it commitment in sincerity managers can cross over the hurdles. Here are some challenges that come up :

• Unexamined assumptions: seeing the world from some one else's perspective is real challenge.

- Lower cohesiveness: Diverse groups, typically, or less cohesive than homogeneous groups.
- **Communication problems :** diverse groups carry lot of emotional baggage in the form of misunderstandings, inaccuracies, inefficiencies.
- **Mistrust and tension :** because of limited interaction and low familiarity with members belonging to a particular community ,region, race or religion, you do not like to share your feelings and opinions freely.
- Stereotyping : we tend to see the world in a particular manner based on our background and experience.

VARYING ENVIRONMENT :

Another challenge that confronts organizational behavior is to see whether the ideas that have been developed and tested during periods of organizational growth and economic plenty will endure with equals success under new conditions. Specifically, the environment in the future may be marked by shrinking demand, scarce resources, and more intense competition. When organization stagnate, decline, or have their survival threatened, there is evidence the stress and conflict increase. Will the same motivational models be useful in these situations? Are different leadership styles called for ? will the trend toward participative processes be reversed ? since these and many other questions have no easy answers, tremendous scope for further development of organizational behavior still exists.

3.5 SUMMARY

Organization behavior is the study of an individual behavior in working environment and is an applied science. OB is the systematic study and careful application of knowledge about how a person is an individual and groups behave in the organization. The goals of OB are to prepare the mangers to describe, understand, predict and control human behavior effectively.

Key forces affecting the OB are people, structure, technology and external environment. OB has emerged on a interdisciplinary field of value to mangers and to be progressive. Fundamental concept of OB are related to nature of people that includes individual differences, perception, a whole person, motivated behavior, desire for involvement and the value of person. It is also related to nature of the organization. Effective management can be derived from understanding and proper utilization of human resources, contingency, result-oriented and system approaches.

3.6 KEY WORDS

- Contingency
- Environment
- People
- Productive
- Structure
- ♦ Technology

3.7 SELF ASSESMENT QUESTIONS

- 1. State the factors affecting of organizational behavior
- 2. Briefly explain the forces affecting organizational Behavior
- 3. What are the dimensions of organizational behavior?
- 4. Explain the dimensions of organizational behavior
- 5. Bring out the challenges of organizational behavior
- 6. Enumerate the dynamics of organizational behavior with relevant examples.

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UNIT-4: MODELS OF ORGANISATIONAL BEHAVIOUR

STRUCTURE:

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Organisational Behaviour- System
- 4.3 Models of Organisational Behaviour
- 4.4 Autocratic model
- 4.5 Custodial model
- 4.6 Supportive model
- 4.7 System model
- 4.8 Conclusion of Organisational Behaviour Models
- 4.9 Summary
- 4.10 Keywords
- 4.11 Self Assessment Questions
- 4.12 References

4.0 OBJECTIVES

After studying this unit, you should be able to ;

- Identify the organizational behaviour System.
- Explain the elements of organizational behaviour system.
- Describe the models of organizational behaviour in detail.
- Examine the relevance of organizational behaviour models.
- Connect this model of organizational behaviour to the real organization environment.

4.1 INTRODUCTION

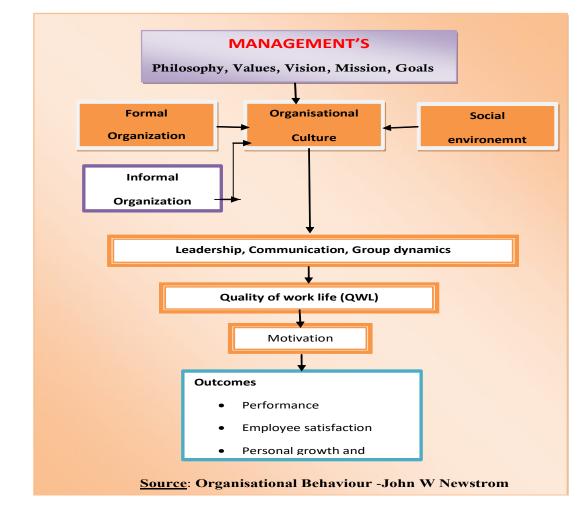
Organizations are explaining lot of different in their approach and practices, which can some time, be equally extreme. Many of the old rules are now out of date and increasing numbers of organizations are experimenting with exciting new ways to attract and their workers. Work rules in the organization vary depending on the geography, climate, time and culture.

The interrelated elements of on organizational behavior system provides a road map for the better learning of OB concepts and models after brief review of the evolution of OB, leads to five alternative models of OB. This unit examines the relevance of the OB- models and several conclusions about the implementation of these models.

4.2 OB – SYSTEM

A System comprising of various elements. Major elements of a good OB system as shown in fig 4.1the primary purpose of OB systems are to identify and then help to modify the major human and organizational variables that affect the goals of the organizations.

Fig 4.1 ORGANISATIONAL BEHAVIOUR-SYSTEM



Let us examine each elements of the OB-system.

1. Philosophy:-

The Philosophy of organizational behavior held by management consists of an integrated set of assumptions and beliefs about the way things are, the purpose for these activities, and the way they should be. These philosoph8ies are some times explicit, and occasionally implicit, in the minds of managers.

2. Values:-

The philosophy of organizational behavior held by a manager stems from two sources fact premises and value premises. Fact premises represent our descriptive view of the how the world behaves. They are drawn from both behavioral science research and our personal experiences. Value premises, on the other hand, represent our views of the desirability of certain goals and activities.

3. Vision:-

Vision represents a challenging portrait of what the organization is and its members can be a possible, and desirable, future. Leaders need to create exciting projections about where the organization should go and what major changes lie ahead. Once the vision is established, persistent enthusiastic communication is required to sell it throughout the ranks of employees so they will embrace it with commitment.

4. Mission:-

An organization also typically creates a mission statement, which identifies the business it is in, the market niches it tries to serve, the types of customers it is likely to have and the reason for its existence.

5. Goals:-

Goals are relatively concrete formulations of achievements organization is aiming for within set periods of time, such as one to five years. Goal setting is a complex process, for top management's Goals need to be merged with those of employees, who bring their psychological, social, and economic need with them to an organization

6. Leadership styles:-

Managers are then expected to use a leadership style, communication skills and their knowledge of interpersonal and group dynamics to create an appropriate quality of work life for their employees. When this task is done properly, employees will become motivated toward the achievement of organizational goals.

7. Motivation: -

The result of an effective organizational behavior system is motivation which, when combined with employee skill and abilities, result in the achievement of performance goals as well as individual satisfaction.

Thus OB-system gives a brief insight into the process of organizational behavior.

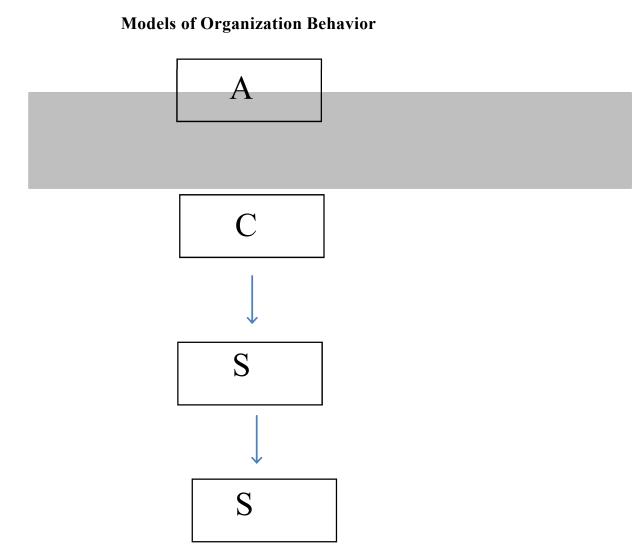
4.3 MODELS OF ORGANISATION BEHAVIOR

Organizations differ in the nature of the systems they develop and maintain and in the results they achieve. Varying results predictable follows from different models of organizational behavior. These models constitute the belief system that dominates management's thoughts and affects management's actions in each organization. It is highly important that managers recognize the nature, significance, and effectiveness of their

own models, as well as the model of others around them.

Models such as Theory X and Theory Y are also called paradigms, or frame work of possible explanations about how things work. Model of any kind that a manager holds usually begins with certain assumptions about people and leads to certain interpretations, amplification, and even predictions of events. Underlying paradigms, whether consciously or unconsciously developed, become powerful guides to managerial behavior. Managers tend to act as they think, because they are guided by their dominant thoughts.

FIGURE4.2Models of Organization BehaviorAUTOCRATICCUSTODIALSUPPORTIVESYSTEM



4.4 AUTOCRATIC MODEL

The autocratic model has its roots in history, and certainly, it becomes the prevailing model of the industrial revolution. The autocratic model depends on power. Those who are in command must have the power to demand meaning that an employee who does not follow orders will be penalized. In an autocratic environment the managerial orientation is formal, official authority. This authority is delegated right of command over the people to whom it applies. Management believes that it knows what is best and that the employee's obligation is to follow orders. It assumes that employees have to be directed, persuaded, and pushed into the performance, and such prompting is management's tasks. Management does not do the thinking; the employees obey the orders.

Under autocratic conditions the employee orientation is obedient to a boss, not respect for a manager. The psychological result for employees is dependence on their boss, whose power to hire, fire and "perspire" them is almost absolute.

The autocratic approach was an acceptable model to guide managerial behavior when there were no well-known alternatives, and it still can be useful under some extreme conditions, such as organizational crises, army and few critical area of functioning. The combination of emerging knowledge about the needs of employees and changing societal values, suggests that there are much better ways to manage organizational system.

4.5 CUSTODIAL MODEL

Managers when they began to study their employees, soon recognize that although autocratically managed employees did not talk back to their boss, they certainly "though back". A successful custodial approach depends on economic resources. The resulting managerial orientation is toward money to pay wages and benefits. Since employees physical needs are already reasonably met The custodial approach leads to employee dependence on the organization. Rather than being dependent on their boss for their weekly bread, employees now depend on organization for their security and welfare. If employees have 10 years of seniority under the union contract and good pension, they cannot offered to quit even if the grass looks creamer some where else.

Employees working in custodial environment become psychologically preoccupied with their economic rewards and benefits. As a result of their treatment, they are well maintained and reasonably contended. The custodial model is described in its extreme in order to show its emphasis on material rewards, security, and organizational dependence. In actual practice, this model also has various shades of gray, from dark to light. Its great benefit is that it brings security and satisfaction to workers, but it does have substantial flaws.

4.6 SUPPORTIVE MODEL

The Supportive model of organizational behavior has its origins in the "principal of supportive relationships". as stated by Rensis Likert,

They concluded that an organization is a social system and the workers is in a deed the most important element in it. Their experiments concluded that the workers is not a simple tool but a complex personality that an understanding of group dynamics, cooped with the application of supportive supervision, was important.

The supportive model depends on leadership instead of power or money. Through leadership, management provides a climate to help employees grow and accomplish in the interests of the organization the things of which they are capable the leader assumes that workers are not by nature passive and resistant to organizational needs but that they are made so by an inadequately supportive climate at work. They will take responsibility, develop a drive to contribute and improve themselves if management will give them a chance.

The supportive model works well with both employees and managers, and it has been widely accepted to- at least philosophically –by many managers in the United states and elsewhere. The supportive model of organizational behavior tends to be especially effective in affluent nations, because it responds to employee drives towards a wide ray of emerging needs. It has less immediate application in the developing nations, where employee's current needs and social conditions are often quite different.

4.7 SYSTEM MODEL

An emerging model of organizational behavior is the system model, it is the result of a strong search for higher meaning at work by many of today's employees, and they want more than just a paycheck and job security from their jobs. Since they are being asked to spend many hours of their day at work, they want a work contexts there that is ethical, infused with integrity and trust, and provides an opportunity to experience a growing since of community among co workers .to accomplish this managers must increasingly demonstrate a sense of caring and compassion being sensitive to the needs of a diverse workforce with rapidly changing needs and complex personal and family needs.

The system models reflects the values underlying positive organizational behavior, where managers their attention on helping employees develop feelings of hope optimism , self confidence ,empathy, trustworthiness ,esteem ,courage, and resiliency . Managers using the system model carefully protect and nature their employees so as to develop positive workplace culture that leads to organizing to success and committed employees. Managers at all levels need to display two key ingredients authenticity and social intelligence.

Employees' are inspired, feel important, and believe in the usefulness viability of their system for the common good. Employees' hopes and ideals built around what the system accomplishes rather than solely what employees do as individuals.

4.8 CONCLUSION OF ORGANISATIONAL BEHAVIOUR MODELS

Few conclusions can be drawn from the analyses of models of organizational behavior. These models are already in practice, open to evolutionary change, inclined towards the changing human needs (employee), trend towards new dimensions and models which can be applied in some situations.

Models of organization behavior are bound to change over a period of time. As individual or collective understanding of human behavior increases, depending on the changing social conditions, there is always scope of moving towards new models. Any model perhaps cannot described as a 'best' Model which can last for long time, as organizational behavior system is driven by environmental forces.

All the models of organization behavior are connected to the human needs. The custodial models are directed towards the satisfaction of employees' security needs. This is one step above the autocratic model and substantiates the human needs.

Five models of organization behavior extensively used in all the organizations. The rapid advances in the computers and management information system, changing technology, the top level managers of the complex organizations cannot think of practicing the authoritarian model. This leads to redefine the old. Psychological concepts and embrace a new, participative model. Men are all this same, but behave differently in different situations. Knowledge and skills of the managers in various organizations differs, role expectations vary depending on the cultural history. Some jobs may require less authoritarian intervention and few jobs may require high authoritarian intervention, depending upon the knowledge and skills learned to this work. Therefore, probably all the five models of organizational behavior are relevant and continue to be in practice depending upon the situation and employees expectations.

Managers cannot conclude about the utility of a specific model. There is a great danger in the model rigidly. Further, this gives scope for whatever the current behavioral model being employed by the managers to be open for changes. The manager needs to be flexible and receptive to the challenges of their thinking and employees expectations.

4.9 SUMMARY

Every firms develops their own organizational behavior system, the elements of this system includes philosophy, values, vision, mission, and goals. The quality of communication and group dynamics, the nature of formal and informal organization and the influence of social environment. these elements combine to create a culture in which the personal attitudes of employees and situational factors leading to motivation and accomplishment of goal.

All the five models of organization behavior through light on various practices in the organizations. The supportive, collegial and system models are more consistent with contemporary employee needs. Thus, the mentioned models produce more effective results in many situations. Managers should be examine the model employed in their respective organizations and evaluate whether it is suitable model or not. The present managers must be more flexible in use of alternative and emerging models for the productive results in this ever changing global scenario.

4.10 KEY WORDS

- Autocratic model
- Collegial model
- Custodial model
- Paradigms
- Philosophy

- Supportive model
- System model
- ♦ Value

4.11 SELF ASSESMENT QUESTIONS

- 1. What is organizational behavioral system?
- 2. Describe the elements of organizational behavioral system.
- 3. What are organizational behavioral models?
- 4. Write a note on
 - a) Autocratic model
 - b) Collegial model
 - c) Custodial model
 - d) Supportive model
 - e) System model
- 5. What are conclusions drawn on organizational behavioral models?

6. Examine the relevance of organizational behavioral models in the present scenario and suggest the changes in the wake of rapid advancement of technology and growing employee expectations.

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