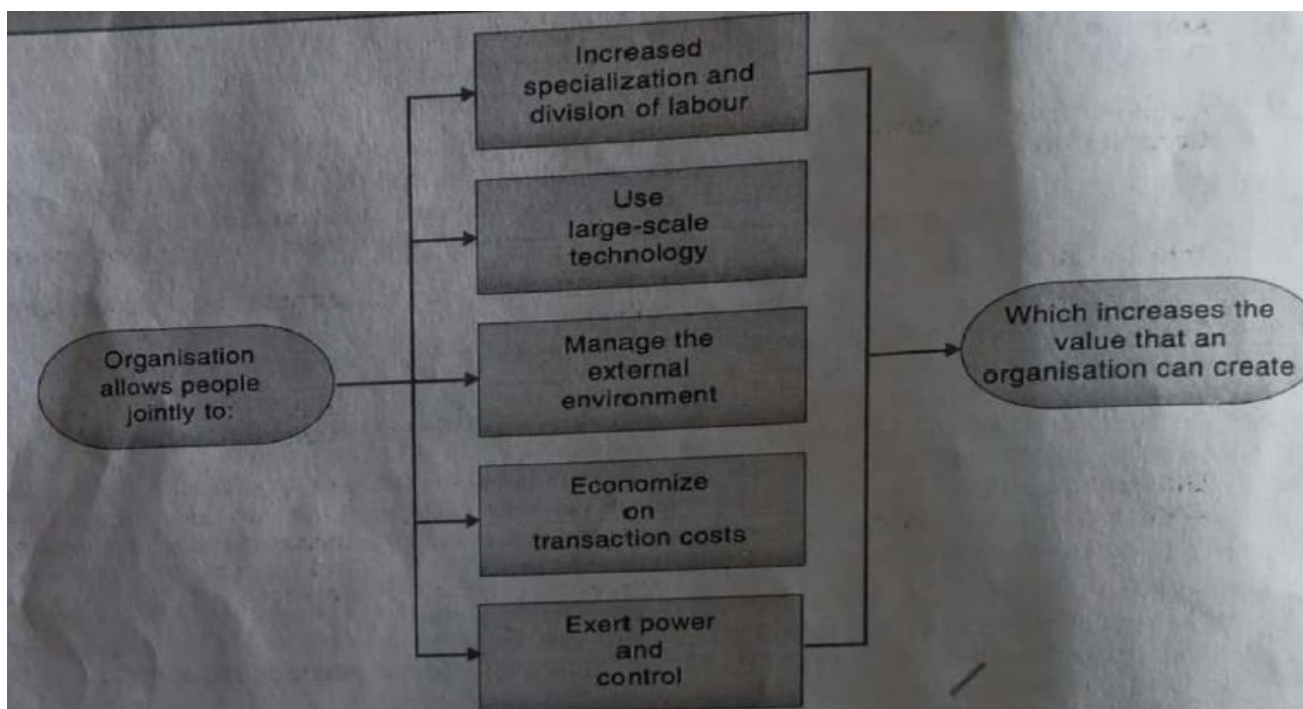


## UNIT-III – Organizational Behaviour

**NATURE OF ORGANIZATIONAL BEHAVIOUR:** Few things touch our daily life as much as organizations do. We depend on organisations for education, employment, food, clothing, shelter, health, wealth, travel and much more. They touch every aspect of human life, as told in the opening case, from birth to death. In fact, life becomes unliveable without organizations. But, most of us have a casual attitude towards organizations. We notice their importance when they fail to deliver their goods and services to us.

**SCOPE:** It is stated that life is unlivable without organizations. This is a broad statement about the usefulness of organizations in any society. Specifically, organizations play five different roles. Organizations allow people to increase specializations and division of labour, use large-scale technology, manage the external environment, economize on transaction costs, power and control, these all increase the value to the organization.

### Five reasons why organizations exist

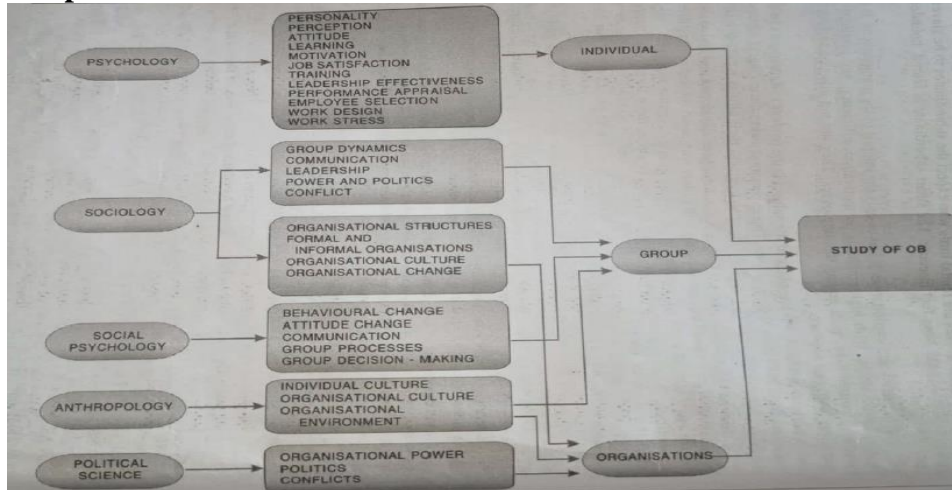


The above diagram not necessary

### Contemporary Organizational Behaviour:

An Interdisciplinary Focus OB is an applied behavioural science. It has drawn heavily from a number of applied behavioural sciences such as psychology, sociology, and anthropology. It has also drawn from such subjects as economics, history, political science, engineering and medicine.

## Major disciplines and their contributions to OB



The above diagram not necessary

## LINKAGES WITH OTHER SOCIAL SCIENCES:

**PSYCHOLOGY:** psychology is concerned with individual behaviour. Intra personal aspects of organizational behaviour like motivation, personality, attitude, opinion, and learning owe their study to psychology. They hold important positions in various sectors. Some are in academics with specialization and some can be found in business, industries and government organizations.

**SOCIOLOGY:** Sociology addresses itself to the study of group behaviour. Sociologists have enriched organizational behaviour through their contribution to the study of interpersonal dynamics like leadership, communication, formal and informal organizations.

**SOCIAL PSYCHOLOGY:** This subject borrows concepts from both psychology and sociology. It focuses on the influence of people on one another. Social psychology is useful in measuring, understanding and changing attitudes.

**ANTHROPOLOGY:** It is the study of human race, in particular, its culture. Culture has significant influence on human behaviour. It dictates what people learn and how they behave.

**POLITICAL SCIENCE:** Contributions from political scientists for a better understanding of OB are significant. Political scientists study the behaviours of individuals and groups within a political environment. Specific topics of concern to political scientists include conflict resolution, group coalition, allocation of power, and how people manipulate power in their self interest.

## **Individual Role of Organisationa Behaviour/ Organisational Goals:**

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### **Meaning and Definition of Organisational Behaviour:**

There are many definitions of Organisational Behaviour. Therefore, we can explain three features are there i.e.

- Organisational Behaviour is the study of human behaviour;
- The study is about behaviour in organisations; and
- Knowledge about human behaviour would be useful in improving an organisation's effectiveness.

“Organisational Behaviour refers to the behaviour of individuals and groups within organisations and the interaction between organisational members and their external environments”.

“Organisational Behaviour is a field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations for the purpose of applying such knowledge towards improving an organisation's effectiveness.”

The Organisational Behaviour obviously comprises individual behaviour, group behaviour and of the organisational itself. The study of individual behaviour alone is incomplete because the actions of the employee influence and are influenced by the organisation where he or she works.

The influence of environment on the interface between individuals and organisational cannot be overlooked. It shows the linkages among human behaviour in organisational settings, the individual-organisational interface, the organisation, as well as the environment surrounding the organisation.

The field of Organisational behaviour is both exciting and complex. Many variables and concepts accompany the interaction together these factors greatly complicate the manager's ability to understand, appreciate, and manage people in an organisation. They also provide unique opportunities to enhance personnel and organisational effectiveness. Organisational behaviour has emerged as a distinct field of study. It is an area of expertise with a common body of knowledge. Organisational behaviour is also an applied field. It applies the knowledge gained about individuals and groups and the effect of structure on behaviour in order to make organisations work more effectively.

### **Perceptives of human behaviour:**

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#### **Meaning and Definition of Perception:**

In simple terms, perception is understood as “the act of seeing what is there to be seen.” The perception is influence by the individual, the object, and the situation. There are three elements of any definition i.e.

- The study of perception is concerned with identifying the processes through which we interpret and organise sensory information to produce our conscious experience of objects and object relationship.
- Perception is the process of receiving information about and making sense of the world around us. It involves deciding which information to notice, how to categorise this information, and how to interpret it within the framework of our existing knowledge.
- Perception includes all those processes by which an individual receives information about the environment-seeing, hearing, feeling, tasting, and smelling.
- The study of these perceptual processes shows that their functioning is affected by three classes of variables:
  - (a) The objects or events being perceived,
  - (b) The environment in which perception occurs and
  - (c) The individual doing the perceiving.

## Managing the perception and perceptual process:

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Successful managers understand the importance of perception as an influencing factor on behaviour and they act accordingly. They are aware of perceptual distortions and also know that perceptual differences are likely to exist in any situation. As a result, they try to make decisions and take action with a true understanding of the work situation as it is viewed by all persons concerned. There are few essentials a perception process will:

- **Have a high level of self-awareness:**

Individual needs, experience, and expectations can all affect perceptions. The successful manager knows this and is able to identify when he or she is inappropriately distorting a situation because of such perceptual tendencies.

- **Seek information from various sources to confirm or disconfirm personal impressions of a decision situation:**

The successful manager minimises the biases of personal perceptions by seeking out the viewpoints of others. These insights are used to gain additional perspective on situations and the problems or opportunities they represent.

- **Be empathetic – that is, be able to see a situation as it is perceived by other people:**

Different people will define the same situation somewhat differently. The successful manager rises above personal impressions to understand problems as seen by other people.

- **Influence perceptions of other people when they are drawing incorrect or incomplete impressions of events in the work setting:**

People act in terms of their perceptions. The successful manager is able to influence the perceptions of others so that work events and situations are interpreted as accurately as possible and to the advantage of all concerned.

- **Avoid common perceptual distortions that bias our views of people and situations:**

These distortions include the use of stereotypes and halo effects, as well as selective perception and projection. Successful managers are self-disciplined and sufficiently self-aware so that the adverse impacts of these distortions are minimised.

- **Avoid inappropriate attributions:**

Everyone has a tendency to try and explain why events happened the way they did or why people behaved as they did. The successful manager is careful to establish the real reasons why things happen and avoid quick or inappropriate attributions of causality.

- **Diversity management programmes:**

As firms globalise themselves, diversity management assumes greater relevance. The challenge for corporate executives is to leverage the benefits of this diversity while minimising the perceptual and behavioural problems that tend to accompany heterogeneity.

OB experts have designed diversity management programmes. Typically, these training programmes serve two purposes. First, they communicate the value of diversity. Second, these programmes help participants become aware of their personal biases and give them more accurate information about people with different backgrounds, thus avoiding perceptual distortions.

- **Know yourself:**

Apply the Johari window to know the real self. A powerful way to minimise perceptual biases is to know and become more aware of one's values, beliefs and prejudice.

- **Social Perception:**

Social perception is the process of combining, integrating, and interpreting information about others to gain an accurate understanding of them. It focuses only on people. But perception in general focuses on other things, in addition to people. It describes perception as the process of receiving, organising, interpreting, and reacting to the sensory stimuli. The idea is to see what is there to be seen.

## **Learning**

Learning is the process through which individuals acquire new knowledge, skills, attitudes, or behaviors.

It can occur through various methods such as observation, practice, study, or experience. In educational settings, learning is often structured and intentional, while in everyday life, it can be more spontaneous.

The goal of learning is to facilitate personal and professional development, adapting to new environments, and solving problems effectively.

### **Learning Process:**

The learning process involves several stages, including motivation, perception, acquisition, storage, and retrieval.

Motivation initiates the desire to learn, while perception helps in interpreting information. Acquisition is the active phase of learning where new information is absorbed.

Storage involves organizing and retaining the acquired knowledge in memory, and retrieval is the ability to access this information when needed.

Effective learning processes lead to a deeper understanding and long-term retention of knowledge.

### **Theories of Pavlov**

Ivan Pavlov's theories, particularly classical conditioning, explain how learning occurs through associations between stimuli and responses.

In his famous experiment, Pavlov demonstrated that dogs could learn to associate a neutral stimulus (a bell) with an unconditioned stimulus (food), leading to a conditioned response (salivation) when the bell was rung.

This theory highlights the role of environmental stimuli in shaping behavior and has been foundational in the field of behavioural psychology.

### **Skinner's Learning Theory**

B.F. Skinner, a leading figure in behaviourism, developed the theory of operant conditioning, which emphasizes the role of reinforcement and punishment in shaping behavior.

Skinner's experiments with rats and pigeons in the Skinner Box demonstrated that behaviors followed by positive reinforcement (rewards) are more likely to be repeated, while those followed by negative reinforcement or punishment are less likely to occur.

He introduced concepts such as positive reinforcement, negative reinforcement, punishment, and schedules of reinforcement to explain how behavior can be modified. Skinner's work laid the foundation for behavior modification techniques used in various fields, including education, psychology, and animal training.

His theory underscores the importance of environmental factors in influencing behavior, suggesting that behavior is a result of its consequences.

### **Thorndike's Learning Theory:**

Edward Thorndike's theory of learning, known as the Law of Effect, states that behaviors followed by satisfying consequences are more likely to be repeated, while those followed by unpleasant consequences are less likely to be repeated.

Thorndike's research involved placing cats in puzzle boxes and observing their learning process as they tried to escape to reach food. He concluded that learning is a trial-and-error process, where successful behaviors are "stamped in" by their favorable outcomes.

Thorndike also formulated other laws, such as the Law of Exercise, which emphasizes that repetition strengthens learning, and the Law of Readiness, which suggests that learners must be ready to learn for effective learning to occur.

His work has significantly influenced educational psychology and the development of instructional methods that promote active learning and reinforcement.

These theories highlight the importance of reinforcement and consequences in shaping behavior and have contributed to the understanding of how learning occurs through interaction with the environment. If you'd like more detailed information or have other questions, feel free to ask!

### **Personality and Individual Differences:**

Personality refers to the unique set of characteristics, traits, and behaviors that define an individual.

Individual differences encompass the variations in these traits among people, influenced by genetic, environmental, and experiential factors.

Understanding personality and individual differences is essential for predicting behavior, improving interpersonal relationships, and personal development.

Psychological assessments and theories, such as the Big Five Personality Traits, help in studying these variations.

### **Determinants of Personality:**

The determinants of personality include genetic factors, environmental influences, and individual experiences.

Genetic factors contribute to inherited traits and predispositions, while environmental influences, such as family, culture, and social interactions, shape behaviors and attitudes.

Individual experiences, including education, personal challenges, and life events, further mold personality.

The interplay of these determinants results in the unique personality of each individual.

### **Values, Attitudes, and Beliefs:**

Values are deeply held principles that guide an individual's behavior and decision-making.

Attitudes are evaluations or feelings toward people, objects, or ideas, reflecting how one thinks and feels about them.

Beliefs are convictions or acceptance that certain things are true or real, often based on cultural, religious, or personal experiences.

Together, values, attitudes, and beliefs influence a person's actions, judgments, and interactions with others, playing a crucial role in shaping one's worldview and behavior.