Significance of Organizational Behavior for Better Management

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ABSTRACT

Organizational behavior is the systematic study of the behavior of individuals or groups working together in an organization. It is an interdisciplinary branch which examines the activity, behavior and performance of the individual, whole group and the entire structure within an organization and the impact which it creates on the performance, motivation, attitude and the job satisfaction level of the employee. The paper highlights the significance, characteristics and the various levels of OB and also presents the limitations of OB. The deviation from the OB creates positive as well as negative effects on the growth of the organization. Both the positive and negative deviation of the behavior has also been discussed briefly in this paper. Finally, the paper also suggests the future advancements and the practical implications of organizational behavior.

Introduction

The inherent ability of generalization often fails to predict the behavior of individuals. Thus a systematic approach is required to analyze the human behavior and also find ways to enhance it for the betterment of the organization. Thus organizational behavior (OB) helps to improve our ability to predict, analyze and also enhance the behavior of the individuals and groups working in an organization. Organizational behavior or OB comprises two words 'organization and behavior'. Organization refers to the collection of people having similar aims working together for collective growth. Behavior is the response shown by an individual either in verbal or non-verbal way as a consequence of any situation or any stimulus from the surroundings. The culture or the society we live in also affects our behavior either positive or negative[1]. According to the book of 'Robbins' OB is an area of study that explores the impact of the behavior of individuals, groups and the entire structure within the organization.

Characteristics of OB

OB is a method of analyzing and thinking:

Various levels of the OB needs to be identified and then studied properly to conclude the behavior of the organization as a whole. It is not just based on the prediction; it is a complete analysis of the system[2].

OB is interdisciplinary

OB integrates the knowledge, theories, principles and models of various disciplines to develop its approach of analysis and prediction. Different aspects of OB are derived from fields such as sociology, anthropology, psychology and social psychology. This field of study is not fixed and established study, it is a growing and developing branch of study.

Humanistic approach of study

OB follows human approach to understand the behavior, motivation, attitude and the satisfaction level of the employees. It tries to analyze their problems, needs and requirements and how those can be solved to improve the output.

OB is performance analysis

OB is used to increase productivity by analyzing the performance of each employee. It inspects why performance of certain employees is not up to mark and works on which training should be provided to improve their skills and efficiency.

Applied science

OB is not a theoretical analysis, it is the application of all the models and principles that have been drawn from various disciplines to understand the human behavior and implement ways to solve the problems related to them.

The behavior traits that individuals and people in groups show within an organization is studied in OB. Some employees show deviation from the set norms and behavior of the organization, this is called deviance in behavior. The deviation in behavior can have positive as well as negative effects on the organization. There have been many examples how the behavior of a single individual can be disastrous to not only to organization but also to the entire society as a whole. Thus OB plays a very important part in analyzing the behavior at the individual, group and also at the entire system level. Fig. 1 shows the discipline of OB.

Fig. 1: Disciplines of OB

Field of study contributing to the features of OB

There are various fields of study that help to build the base of the OB. These branches of study help us to effectively examine and predict the behavior and to form the key features of OB. The disciplines which contribute majorly towards OB are discussed below[3]**.**

Psychology:

The science that helps to understand and explain the human and animal behavior and sometimes also helps to bring a change in it is called psychology. This science helps us understand the points that affect the behavior of individuals. This branch helps us to understand the learning desire of an individual, his attitude toward work, his source of motivation (whether it is money or the position), his level of job satisfaction, his personality and also his ability to handle work stress.

Sociology

This science helps us to understand the relations of people with the social environment and the culture of the organization. It helps to examine the structure of the organization, the communication hierarchy of the organization, the organizational culture and also the politics of the organization[4].

Anthropology:

This branch of study examines the society to learn about the behavior of individuals. The society creates a significant effect on shaping the personality of the individual.

Social psychology:

It helps us to analyze the behavior of the individual within a group and studies the effect that one individual creates on the other i.e. it analyzes the entire group behavior, how group effects in decision making, and the behavioral changes in the individual in a group.

Benefits of OB in an organization:

➢ It helps in the process of Skill development to enhance the knowledge and skill of the employees.
➢ To examine and predict the behavior of the individual and the group.
➢ Helps to understand the motivation level of the employees and to analyze their job satisfaction
➢ To identify the leadership skills of the employees and to understand their emotional quotient.
➢ Creating a creative and healthy environment within the organization.
➢ Building a good team by identifying the potential employees.
➢ It helps in using all the resources of the organization in the most effective way and contributes to overall growth of the organization.
➢ It helps in the resolution of conflicts and management of stress to improve the productivity of the individual as well as of the whole company[5].

OB cannot be predicted just on the basis of conclusions made from our gut feeling. The manager needs to properly investigate the issue and gather relevant information of the behavior of its employees. Then the information gathered is interpreted to understand the behavior, motivation level and the job satisfaction of the employees.
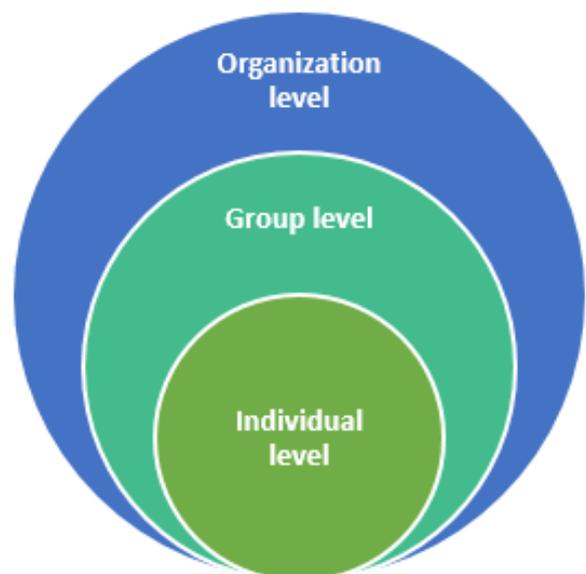
Levels of OB:

Fig. 2: Various levels of OB

Fig. 2 shows various level of OB, OB is not the study of behavior only an individual but it is the study of different levels of the organization. Each level should be properly investigated for the proper growth of the organization. The three main levels are individual, group and the organization level[5].
➢ The individual level helps to predict the behavior, motivation, job satisfaction and personality of each employee of the organization.
➢ The group level helps to study the group dynamics, power, conflicts, politics, the motivation level of the group

and how the group affects the decision making of an individual. It also helps in formation of a good team for a project to be successful.

➢ The organization level helps to understand how the culture, working conditions and management of the organization affects the behavior of its employees. Various types of organizational models are studied and implemented and changes are made if required for the growth of the company.

Literature Review

The paper published by Danielle E. Warren reviews two different streams of deviance existing in an organization. The organization benefit is considered as a normative standard to conclude the type of deviance. The author defines deviance as the departure in behavior from the set norms of any group considered as reference. The author places the expected behavior into the category of formal norms such as the conduct, rules and the regular behavior into the category of informal norms such as the work routines. The author proposes global standards to be used as a parameter to categorize the deviance. The paper highlights both the aspects of deviance i.e. positive as well as negative deviance and presents various examples to prove its stance. It also presents future aspects of defining deviance by recognizing the connections between the theoretical and practical implication of deviance[1].

The paper published by Badrinarayan Shankar Pawar suggests the incorporation of spirituality into the culture of organization. The author presents four concepts of OB such as organizational support, leadership, behavior, and justice as the predecessor of workplace spirituality and establishes its link with the ethics followed in the organization. It signifies how these chosen concepts of OB radiates the culture of self-transcendence. The paper reviews the research conducted in the field of workplace spirituality and suggests the advancement required in this field[6].

Dana L. Robbins et al. presents the importance of constructive deviance in an organization. It highlights how positive deviance exhibiting among the physicians in the health care department can be beneficial for the organization. The physicians having a high quotient of emotional sensitivity, empathy and faith had more tendency to show constructive deviance from the existing hospital norms. This would establish an innovative and improved process in the hospital and create a safer environment for the patients. The paper presents the existing hospital norms and also highlights the future advancement in this field which would lead to better understanding of the benefits of constructive deviance[7].

The article by Mahek S briefly presents the definition of OB given by various researchers. It highlights the characteristics and objectives of OB and the methods to modify and integrate OB in the work culture of an organization. The study reveals how situational factors have a role in affecting the behavior of the employees and proper investigation is needed in order to analyze, predict and enhance the behavior of individuals. The paper discusses the challenges and limitations of OB and also presents its future implications[5].

Discussion

Hawthorne experiment was conducted by a team of researchers from Harvard University to study the behavior of the employees of Western Electric when the illumination of a room was changed. This experiment was conducted to understand how productivity was affected by the working conditions. It was concluded there was improvement in the production even in the case when the illumination was not changed. This happened because the employees were aware that they were being observed. Another experiment known as bank wiring conducted by the team concluded that the behavior of the individual employee was affected by the work group that they were part of. Several other researches have been conducted to understand how human resources are the most important part of the company and what factors affect their productivity[2].

OB is being studied to improve the satisfaction, productivity efficiency of the employees and the quality of work that they produce. The behavior of the employees is predicted on the basis of some models that are developed by the organization. The models are based on supposition that human resources are an important asset of organization and work on different ways to improve their productivity.

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Models of OB

Five major frameworks of organizational behavior are as follows[8].

Autocratic organizational model

This model works on the principle of dictatorship. It gives the complete authority to the managers to command, hire and fire the employees. The manager's work is to give the orders to motivate and employees are expected to follow all the commands. This model is based on theory X given by McGregor. The overall outcome of this model is the minimal performance of the employees.

Custodial organizational model

This model aims at providing economic security to the employees in order to increase the job satisfaction level of the employees. The financial security is provided in terms of higher salary, incentives, health benefits and transport facilities. This approach focuses more on the concept of happy employees rather on productive employees. This leads to passive cooperation from the employees.

Supportive organizational model

This model works on the principle of motivating the employees by encouraging their ideas and creating a positive environment within the organization. The manager

is more compassionate and understanding towards the needs of its employees. In this model neither authority nor money motivates the employees, the recognition in the company and the status is the driving factor.

Collegial organization model

This model works on the principle of teamwork. In the organization which follows these models, all the employees work in coordination as a team to achieve their target or goal. The function of a manager is to guide, support and motivate the team members instead of controlling them in order to develop a positive and healthy environment. The employees show a medium performance but are responsible and self-disciplined.

System organization model

This model is the most recent model among all the discussed models. This model considers the goals, requirements and potential of an individual and also of the group and organization as a whole. It not only provides job security and incentives but also provides a positive, respectful and creative environment to its employees. The manager's purpose is to support and motivate the employee so that everyone feels valued in the company[8].

OB is the complete study of the role of all the key elements of the organization, Fig. 3 shows some essential element of OB. In order to understand the behavioral aspects of OB some of the fundamental elements need to be analyzed which are given below.
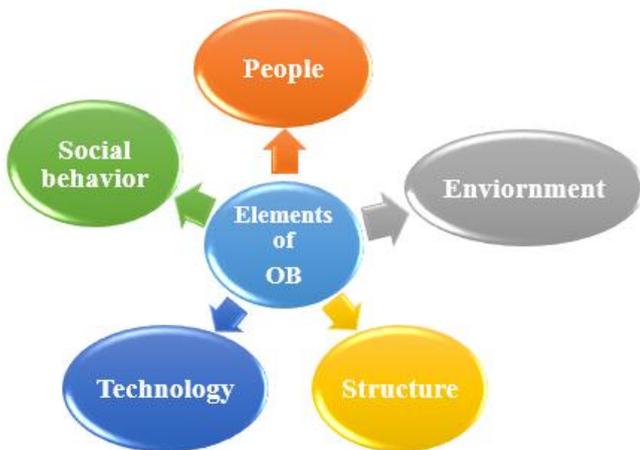

Fig. 3: Essential elements of OB

People

People or the employees play the most crucial part of the organization. The relation developed in any company depends on the behavior of its employees. These employees sometimes behave individually and sometimes in different groups and affect the output of the entire system.

Structure

The entire system inside any organization is divided into various levels and each level has been assigned with specific duties and responsibilities. The formal association of the

employees within the organization constitutes the structural system. A proper coordination between each level is also required.

Technology

Technology refers to the resources and the machinery used by the people to work in the company. The proper utilization of these resources affect the productivity and the efficiency of the workers[9].

Social behavior

The behavior of the members of the organization depends on the social culture that they belong to.

Environment

Good working environment is very important for the growth of the company. Both the external factors and internal factors affect the environment of organization.

Constructive and destructive deviance

Every employee of the organization behaves in a different way as compared to the other. But there is a set of rules of an organization which everyone needs to comply with. Departure from these prescribed norms is known as deviance. The amount of deviance is used to identify the behavior of the individual. However, the deviance always does not have a negative effect. Two types of deviance exist which are positive and negative deviance. Lying, thefts, misbehavior, illegal practices comes under negative deviance. While if any employee is deviating and revolting against norm practicing discrimination of the salary wages on the gender basis, then in that case it will come under positive deviance. Just because the entire group is sticking to set norms and the deviation from it will not make it destructive. Various researchers have considered the benefit of the organization as the normative standard to define the deviance[1]. The behavior does not comply with the organization's benefit but is beneficial for the society when it comes under constructive deviance.

Challenges and limitations of OB

Due to the ever-changing and dynamic behavior of the business culture, there are various challenges faced by OB such as introduction of new and inventive ideas, skilled employees, and improvement in quality of work, management of diverse culture, globalization, and balancing of work life. The process and the procedures followed by the organization must adapt with the current standards of the business and for this the employees are required to adjust according to it. The employee resistance further acts as a challenge for OB. The organization must also comply with the global requirements[5]. Working in a team with foreign people affects the decision making due to the difference in cultural backgrounds. Also the management of a diverse workforce and resolving their conflicts makes the analysis of OB difficult. Improvement in quality and skills of the workforce is required at each level to enhance the

productivity level of the organization. Non standardization of any fixed process or model serves as a limitation of OB.

Conclusion

The purpose of OB is to develop a healthy working environment in the organization by studying the pattern and shifts in the behavior of the employees. Job satisfaction, work culture as well as salary also affects the productivity. Positive attitude is developed in the employees by motivating them so that they work efficiently to achieve their targets.

Different approaches such as cognitive and behavioristic are used to analyze the behavioral aspects of individuals. The cognitive theory helps to understand why an individual behaves in a certain way company while the behavioristic approach suggests to work with respect to observed behaviors. Various researchers pointed that both these approaches only gave one dimensional aspects of behavior, thus a social cognitive approach was formulated which projected that the social environment plays a vital role in designing the behavior as an individual tends to behave in a way similar to his surroundings. None of these models and theories can singly predict the behavioral aspects of an individual as each person works on a different mindset as compared to others.

The behavior aspects changes with the changing society and with the change in the psychology of the individual. In order to improve the productivity of an organization, more emphasis needs to be put in understanding the human behavior. OB helps to develop better and healthy relations in the organization and thus it serves as a vital part of management.

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