Organizational Behavior-An Attempt to Create More Efficient Business Organizations

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Abstract: **This area of study examines human behavior in a work environment and determines its impact on job structure, performance, communication, motivation, leadership, etc. In this paper we will also discuss different theories of how organizational behavior can be viewed by companies. This paper will highlight all the terms related to the study of individual and group dynamics in an organizational setting, as well as the nature of the organizations themselves. Whenever people interact in organizations, many factors come into play. The subject of organizational studies attempts to understand and model these factors. This subject is becoming more important as people with diverse backgrounds and cultural values have to work together effectively and efficiently. In this paper we also seek to emphasize the understanding of behavior in organizations so as to develop competencies in foreseeing how people are likely to behave.**

Keywords: **Organization, Behaviour, Leadership, Communication, Organizational effectiveness, Psychology, Sociology**.

I. INTRODUCTION

Organisation Behaviour is concerned with the study of what people do in an organisation and how that behaviour affects the performance of the organisation .The managers of future aren't aware of the importance of organizational behaviour and don't understand what relevance it has to them as managers in the business environment. Organizational behaviour studies these attitudes and behaviours of workers today and tries to determine the best ways too effectively manage and change them.

There are some goals of organizational behaviour which are as follows-

1. The first goal is to describe how people behave under a variety of conditions. Achieving this goal allows managers to communicate about human behavior at work using a language that should be common.

2. A second goal is to understand any people behave as they do. The managers would be frustrated if they could talk about behavior of their employees, but not understand the reasons behind those actions.

3. The managers would have capacity to predict which employees might be dedicated and productive or which ones might have absent and can cause problem. And thus the managers could take preventive actions.

4. The final and very important goal of OB is to control and develop some human activity at work. Since managers are held responsible for performance outcome, they are vitally interested in being able to make an impact on employee behavior, skill development, team effort, and productivity. Managers need to be able to improve results through the actions and their employees take, and organizational behavior can aid them in their pursuit of this goal.

Every organization has their own objectives to achieve the ultimate target. To achieve those objectives the management should handle their employees in a proper way. Keith Davis defined "Organizational Behavior is the study and application of knowledge about how people as individual or as groups act within organizations."

Again it can be said that OB is like a tool, by which the management teams are understood or justified the nature of employees and take an appropriate decision to lead the organization purport. At last we can say that OB is valuable for

examining the dynamics of relationships with the small groups, both formal teams and informal groups. It also studies how organizations can be more effective and how events in the external environments affect organizations.

II. LITERATURE REVIEW

The overall objective of this research was to conduct a summary and synthesis of literature pertaining to Power, Interpersonal Attraction, and Perceived Similarity, and to explore the importance of this research for leader. Organizational behavior (OB) is a field of study which is devoted to recognizing, explaining, and eventually developing the attitudes and behaviors of people (individual and group) within organizations. Organizational behavior is based on scientific knowledge and applied practice. According to Kaifi (2010), the "RED Analysis" can be applied by practitioners and researchers for understanding organizational behavior issues:

R- Recognize

E- Explain

D- Develop

Recent research has examined how psychological power affects organizational behaviors. Given that power in organizations is generally viewed as a structural construct, I examine the links between structural and psychological power and explore how their interrelationships affect organizational behavior. Based on this view, we can identify two causal and different pathways that link psychological power and structural power in predicting organizational behavior.

1. First, the sense of power is likely to induce a sense of responsibility among (but not exclusively among) structural power holders, which in turn leads structural power holders to be more responsive to the views and needs of others.

2. Second, the sense of power, when brought into conscious awareness, activates a non-conscious association between power and agented behaviors, which in turn leads structural power holders to enact agented behaviors.

In the below mentioned figure, focus is given on the connected organization that holds true technological and information connectedness with which we are all familiar. At all levels, from the individual worker to the team or work unit, the customers and suppliers, the partners and stakeholders, there needs are connected.

Figure.1 portal for organization Effectiveness

An understanding of organizational behavior and its concepts goes beyond the entry level. This understanding comes from examining the idea of the word, our organizations, and applying that information to become stronger and more competitive. Communicating, using diversity, learning, and building strong cultures are all part of organizational behavior and make us more efficient and effective when used. As I have stated, managers have the daunting task of encompassing many different concepts into their decision-making process. Understanding behavior is one thing but understanding how the culture of an organization influences the behavior of an organization is another. Organizational culture is a collective

belief system of ethics, norms and values that influence its member's actions (Schermerhorn et al, 2005). Organizational culture is the rules that hold a company together by setting behavior standards either written or implied, and stem from experiences that allow us to decide what we deem important. The word culture is from the Latin root colure, meaning to inhabit, cultivate or honor (Wikipedia, 2005). Each of these meanings can be applied to the organizational sense of culture, because we exist, grow, and respect as members of a group. Many of our behaviors are built by the culture in which we exist. A culture can be a culmination of upbringing, personal performance standards, faith, and prejudices.

These are just some of the basics of organizational behavior, but as we can see, they can have a huge impact on a person's happiness and productivity in the workplace. Good managers will learn about organizational behavior to ensure that they can get the most out of their employees and keep them happy at the same time.

2.1 Need of Organizational Behavior:

In every situation there is different type of people and these different people work differently in different situations because of differences in personality, individuals differs in their manner of responding to different situations. Organizational behavior helps to understand and predict behavior of the people. To see the importance of organizational behavior, we have to concentrate on various issues; some of them are as follows-:

1. Loyalty between employee and employer - These days companies did not know how to handle this type of issues and as a result it does not exist anymore and there is something about disappearing loyalty and commitment to the company.

2. Hard skills –In past , hard skills were so much valued and have not gone by the wayside but they work synergistically with soft skills such as team work, quality communication, listening well and also interacting well, motivating one another, problem solving, cooperation and mutual respect for the workforce. In many companies, people skills are vastly over looked and they are not valued at all.

3. Understanding differences in individuals and their cultural values - According to Rokeach, values are arranged in hierarchical fashion. In other words, an accurate way of assessing someone's values is to ask them to rank the values in order of importance. By comparing these values, people develop a sense of which value can be sacrificed to achieve the other, and the individual priority of each value emerges.

Sample Items from Rokeach (1973) Value Survey

Terminal Values	Instrumental Values
A world of beauty	Broad minded
An exciting life	Clean
Family security	Forgiving
Inner harmony	Imaginative
Self respect	Obedient

FIGURE.2

4. Self-Efficacy - is something that one can perform a specific task successfully. Research shows that the belief that we can do something is a good predictor of whether we can actually do it. Self-efficacy is different and is job specific. You may have high self-efficacy in being successful academically, but low self-efficacy in relation to your ability to fix your car. At the same time, people have a certain level of generalized self-efficacy and they have the belief that whatever task or hobby they tackle, they are likely to be successful in it. As a result, the manager has to play increasingly important role.

2.2 Importance of organizational behavior:

The environment of business is changing continuously. Because of this fact, the role of the manager has become increasingly more important. With recent increase in workload and responsibilities, managers have found that their

importance in a working environment has also increased. In this connection there are many reasons for the importance of organizational behavior in an organization which are as follows-:

1. Most people are born and educated in organizations and acquired most of the material possessions from organizations, and die as members of organizations.

2. The study of organizational behavior can greatly clarify the factors that affect how managers manage.

3. The value of organizational behavior is that it isolates important aspects of the manager's job and offers specific perspectives on the human side of management.

4. It can be agreed that managers have a humanistic responsibility to provide their employees with jobs that are challenging, intrinsically rewarding and also satisfying.

2.3 Organizational Climate:

Organizational climate is the sum total of all the organizational situations affecting human behavior.

1. Organizational behavior views organizational climate in totality rather than merely improving physical working conditions, or increasing employees' satisfaction by changing isolated work process.

2. Organizational climate is the creation of an atmosphere of effective supervision.

3. Organizational climate, thus, takes a systems perspective and affects human behavior.

4. Organizational behavior creates an atmosphere of participative leadership, two way communication, adequate compensation and better equipment's for the job.

2.4 Predominant areas that contributes to OB:

1. Psychology: It is the science that seeks to measure, explain and sometimes change the behavior of humans and psychologist concerns themselves with studying and attempting to understand individual behavior**.**

2. Sociology: The major focus of sociologists is on studying the social systems in which individuals fill their roles. The focus of attention is centered on group dynamics.

Key concepts of Sociology:

Most sociologists today identify the discipline by using one of the three statements:

a. Sociology deals with human interaction and this interaction is the key influencing factor among people in social settings.

b. Sociology is a study of plural behavior. Two or more interacting persons constitute a plurality pattern of behavior

c. Sociology is the systematic study of social systems.

3. **Social Psychology:** Social Psychology deals with many of the same phenomenal but seeks to explain whole individual human interaction and human cognition influences culture and is influenced by culture. Social Psychologists study an enormous range of topics including-

a. Conformity

b. Persuasion,

c. Power

d.   Influence,

e. Obedience,

f. Prejudice, discrimination, stereotyping, sexism and racism, small groups, social categories, inter-group behavior, crowd behavior, social conflict, social change, decision making etc.

In other words behavioral sciences not only had a significant impact on the field of organizational behavior but they also have provided a reference that encourages the use of the scientific method.

Some of the more generally agreed upon influences of behavioral science on organizational behavior are:

a. The systematic use of theories and theory building to explain behavior.

b. An empirical base to study individuals, group, and organization.

c. The increased use of rigorous research methods.

d. Less use of arm chair speculation in reaching managerial decisions.

2.5 Organizational behavior and communication:

For several reasons, communication is the most valued leadership skill in organizations (Campbell, White &Johnson, 2003). This can be explained with the help of following below mentioned points-:

1. First, leadership communication is the medium to facilitate organizational goal attainment, such as performance, job satisfaction that may be necessary to assimilate in the organizational culture (Greenbaum, 20 Holden, & Spataro, 1983).

2. Second, leadership communication is critical factor in work motivation and the grooming of committed employees (Mayfield and Mayfield, 2002).

3. Third, leadership communication "is the bridge that transmits behavioral intent to employees, thus creating the foundation of trust" (p. 90). This foundation of trust fosters the conditions to build cooperative leader-employee relationships, which are positively associated with retention and organizational loyalty.

Thus, perceptions of leadership communication are a crucial component of this two-way transaction and may reveal the leader's effectiveness (from the employees' perspective) in influencing subordinates' subsequent behaviors to achieve organizational outcomes.

III. ANALYSIS OF DIFFERENT MODELS IN ORGANISATIONAL BEHAVIUOR

### 3.1 Conceptual Model of Organization Behavior:

We can also summarize organizational behavior by explaining various theorists as study and application of knowledge about how people, individuals, and groups act in an organization. It shows relationship between people and organization in terms of the people, group, organization itself, and social system. Its general need is to provide best relationships to accomplish human objectives, organizational goals, and social vision in the long run. Organizational behavior can be used to study attitudes and behaviors of workers and tries to realize how effectively manage and change them.

The models of organizational behavior (Source: John W Newsroom):

	Autocratic	Custodial	Supportive	Collegial
Basis of model	Power	Economic Sources	Leadership	Partnership
Managerial Orientation	Authority	Money	Support	Teamwork
Employee Orientation	Obedience	Security & Benefits	Job Performance	Responsible behaviour
Employee psychological result	Dependence on boss	Dependence on organisation	Participation	Self-discipline
Employee needs met	Subsistence	Security	Status and recognition	Self-actualization
Performance result	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm

3.2 Organizational Behavior Modification (With Diagram):

The main aim of this model is to change behavior by managing its antecedents and consequences as is shown in the following diagram:
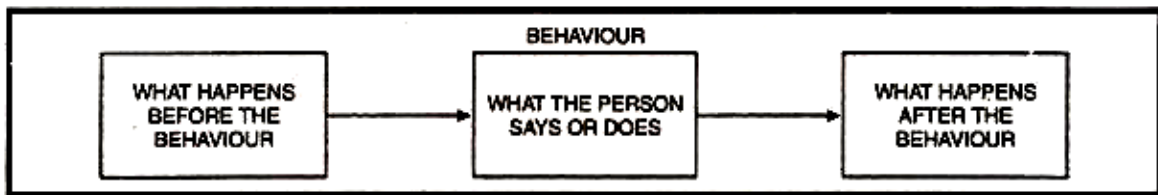
OB Mod is also criticized on the ground that managers are forced to psychoanalyze the workers and tie performance to rewards continuously. Quite often, it is too difficult to measure the complex behavior most employees engage in. It may be more difficult to teach reinforcement principles to lower level managers and design reward system that help creativity and are not manipulative.

In-spite of the criticisms levied against OB Mod, it has been increasingly used in business organizations. It is being utilized as a practical tool for shaping, improving and motivating behavior of organizational members. OB Mod should not be treated as a technique to be applied indiscriminately as panacea for all organizational behavioral problems. Rather the management should keep in mind its shortcomings and to apply it within the context of its limitations and shortcomings.

3.3 A-B-Cs of Organizational Behavior Modification:

3.4 Contingencies of Reinforcement:

IV.   INTERPRETATION OF DIFFERENT MODELS

Various solutions may be drawn from the study of different models which are as follows:

1. As soon as the understanding of human behavior develops or social conditions change, the model is bound to change. No one model is best for all times.

2. Present tendency towards more democratic models of organizational behavior will continue to develop for long run.

3. Models or organizational behavior are related to hierarchy of human needs. As society advances on the need hierarchy, new models are developed to serve the higher order needs that are paramount at that time.

4. Different models will remain in use though new model predominates as most appropriate for general use at any given time as task conditions differ from time to time and organization to organization.

Models are the techniques which help us to make understand complex things and ideas in a clear manner or we can say models are frameworks or possible explanations why do people behave as they do at work. There are so many models as many are organizations and some of them I mentioned above in this article.

V. CONCLUSION

The researcher could conclude a set of conclusions through a review of the implications of this study and its results are as follows-:

1. It is already concluded that for an organization to be truly effective, a strong study of organizational behavior must be established within the organization.

2. I have tried to pick out some points that show how an organization can benefit from using practices found in organizational behavior.

3. Communication, Leadership, and Motivation are all important parts of employee job satisfaction.

4. Employee job satisfaction is important to a company as stated earlier. Today's business world is increasing in complexity every day.

5. Not only does the company end up growing, so do their employees. In order for a company to be successful, management must try to develop employee to management relationships.

6. Studying organizational behavior can help companies to better understand employees which will eventually lead to a better and more stable company.

To conclude, it can be said that organizational behavior is an exciting field of study which can help the managers in effective handling of human resources for the realization of organizational goals. Specifically, it helps in understanding and managing human behavior. And also this is vital to keep the continued existence of the organization in the global era whereby nowadays it is very difficult to make employees to feel obliged and become more committed to the organization and job satisfaction at workplace. So, new and improved strategies must be developed and should be executed from time to time and it also depends on the result of this kind of study.

In today's competitive world, managers need a thorough understanding of organizational behavior because a large part of their job has to do with exactly that. Organizational behavior is not only the study of how people behave in groups and as individuals but also focused of what a manager can do with trying to get people to work as effectively as possible. It can involve trying to motivate an individual worker or it can involve trying to understand how to get workers who are part of a team to interact with one another in such a way that they are able to work more efficiently and effectively.

In the business world today, Organizational Behavior is an essential tool for managing effective teams and it helps to understand and predict human behavior in an organization. It studies on how organizations can be structures more accurately, and how several events in their outside situations effect organizations. It has become more significant today than in previous years because organizations must master to adapt to the rapidly changing business cultures that have stemmed from a competitive market.

In order to know how to handle a new workforce, and cope with the challenges of the new environment, the employers need to deliver their message about behavior and attitude of groups, and individuals in corporation. According to Graham and Krueger (1996), soft skills were never a part of management training and it was precious that employers were advised for possessing those skills. If employer can understands on an employee's adaptability, personality, and creativity, motivating that employee the way he need to be motivated is never a gray area and a guaranteed success.

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