

# ORGANISATIONAL BEHAVIOUR- ITS CONCEPTUAL FOUNDATIONS

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Organisational Behaviour refers to behaviour of the people in the organisation because organisations themselves do not behave. It is a field of study that investigates the impact that individuals, group and organisational structure have on behaviour within organisations, for the purpose of applying that knowledge towards an organisational effectiveness.



“Organisational behaviour is the study and application of knowledge about how people act within an organisation. It is a human tool for human benefit. It applies broadly to the behaviour of people in all types of organisations.”

NEWSTROM AND DAVIS

# FORCES OF OB

## POEOPLE

STRUCTURE

TECHNOLOGY

ENVIRONMENT

# FORCES OF ORGANISATIONAL BEHAVIOUR CONTD.

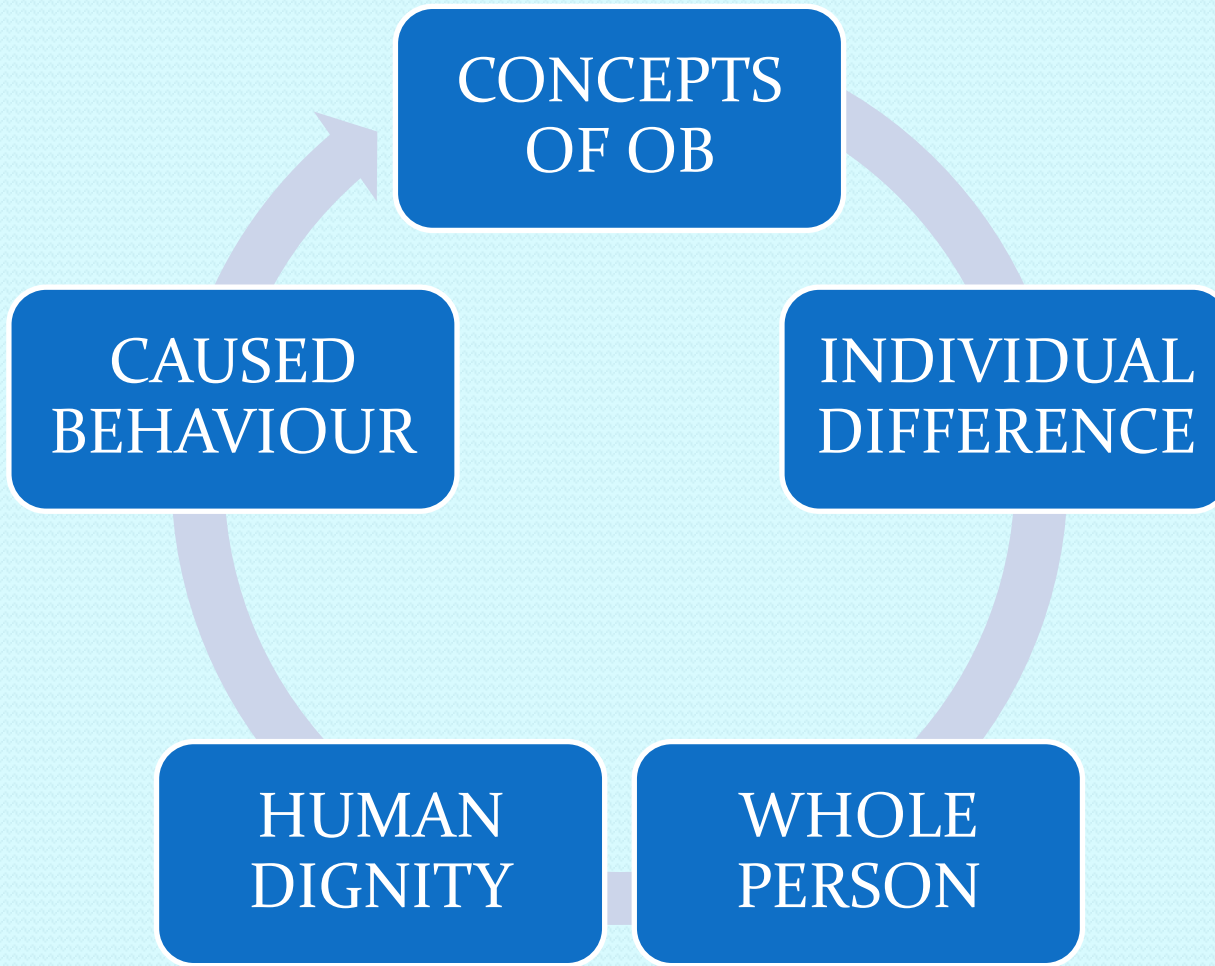
- PEOPLE –Human resources are the most important constituent of organisation. Manager have to deal with employees with their individual differences.
- STRUCTURE- Structure of an organisation is changing with the passage of time. To lower the cost and to survive in globally competitive environment organisations have to resort to downsizing and restructuring.

- **TECHNOLOGY** – The type of technology used in organisation has significant influence on the relationship among individuals and groups.
- **ENVIRONMENT**- An organisation operates within a system of internal and external forces. Environment influence the attitude of people, affects the working conditions and provide competition among the group members.

# GOALS OF ORGANISATIONAL BEHAVIOUR-

- To **describe** systematically how people behave under variety of conditions.
- To **understand** why people behave as they do.
- To **predict** future behaviour of employees.
- To improve the performance through proper **control**.





# CONCEPTS OF OB

- **Caused Behaviour-** Behaviour of the people working in an organisation is effected by many forces. It is not influenced by technology and equipments but by the ways their behaviour is controlled.
- **Individual Differences-** Every person working in the organisation has unique set of needs and desires, a manager need to recognise & manage this diversity to satisfy each and everybody working there.

- Human Dignity- Human beings are not like other factors of production they need to be treated with respect and dignity in order to increase their level of satisfaction.
- Whole Person- Human beings work as a whole person, their skills can not be separated from their knowledge and background. Emotional conditions are not separate from physical conditions.

# FOUNDATIONS OF ORGANISATIONAL BEHAVIOUR

In the classical theories of organisation the role of individuals and groups were ignored altogether or were given least importance. Till 1930 not much change took place in the relationship of workers and management ,later in 1930 series of research studies led to the emergence of organisational behaviour as separate field of study. The various research studies relevant to this aspect can be discussed as:

FOUNDATIONS OF OB

HAWTHORNE EXPERIMENTS

HUMAN RELATIONS APPROACH

# HAWTHORNE STUDIES

Hawthorne studies were conducted between 1927 and 1932 at western electric's Hawthorne plant near Chicago. The various experiments were performed like:

Illumination Experiments (1924-1927) –The purpose of this experiment was to study the effect of lighting on productivity ,and results showed an improvement in levels of productivity even when lighting was subsequently reduced.

- Relay Assembly Test Room Experiments(1927-1928)- The study showed the effects of various variables like method of payment, length of work day, work schedule, rest pauses etc. and every test resulted in improvement in productivity.
- Experiments in Interviewing Workers(1928-1931)- For this experiment 20,000 workers were interviewed over a period of 2 years to have understanding of their perceptions, feeling about the jobs. It lead to better understanding of relations among people at work.

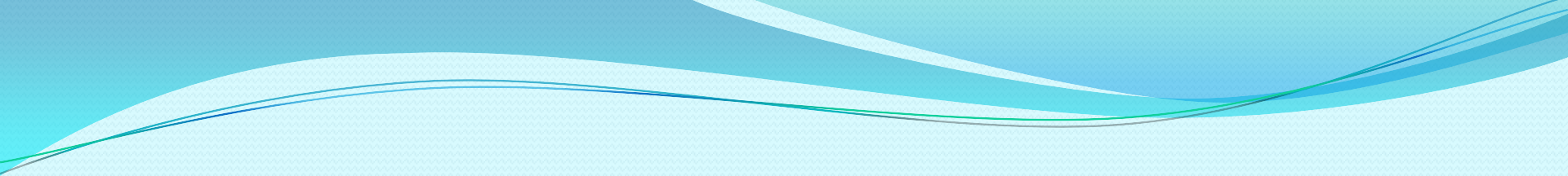
- Bank Wiring Room Experiment (1931-1932) This experiment was done in bank wiring room. It proved the higher the relationship among the individuals the higher is the productivity.

Hawthorne studies were criticised by many people but they provide useful base for understanding the relations of people at work.



# HUMAN RELATIONS APPROACH

The basic principle underlying human relations approach was that people respond primarily to their social environment i.e. they are motivated by social needs more than economic needs. A manager's behaviour towards his worker will depend on assumptions he has regarding workers. Guiding these thoughts McGregor gave an important theory of motivation called as theory X and Y which makes positive and negative assumptions about employees.



Organisational behaviour began to emerge as a mature field of study in late 1950's and 1960's. Since that time organisational behaviour as a scientific field of inquiry has reached considerable heights.

# CONCLUSION

So we can say organisation is based on few fundamental concepts which revolve around the nature of people and organisations. These concepts are not peculiar to the field of OB. Every discipline is based on certain assumptions so is the case of organisational behaviour.

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