



**Certified Organizational
Behavior Professional
VS-1244**

V-Skills Certifications

**A Government of India
&
Government of NCT Delhi Initiative**

V-Skills



1. INTRODUCTION TO ORGANISATIONAL BEHAVIOUR

1.1. Overview of Organizational Behaviour

Organizational behaviour is the study of how people behave both individually and within informal and formal groups. Every organization's success is directly connected to the motivational levels of its employees and the eagerness and capacity of people to work effectively and in cohesion towards the achievement of shared goals. OB entails the amalgamation of studies relating to behavioural sciences like psychology, sociology, anthropology, economics, social psychology and political science.

Therefore, organizational behaviour is a complete field of study in which individual, group and organizational structure are studied with respect to organizational growth and organizational culture, in an environment where modern technology plays an important role. The purpose of the study is to make sure that the human behaviour adds towards development of the organization and greater effectiveness is accomplished.

Organizational behaviour can be defined as - "the study and application of knowledge about human behaviour related to other elements of an organization such as structure, technology and social systems (LM Prasad). Stephen P Robins defines "Organizational behaviour as a systematic study of the actions and attitudes that people exhibit within organizations." It has been observed that we generally form our opinion based on the symptoms of an issue and do not really go to the root cause of the happening. Science of organizational behaviour is applied in nature.

Subjects like psychology, anthropology and political science have played a role in terms of various studies and theories to the field of organizational behaviour. A leader should be able to relay information to his/her subordinates and keep them updated to the activities in the organization. People endorse organizational culture for shared benefit. Politics is often used to stir up conflict with the idea of expanding self-power base to which is unfavourable for organizational growth. Politics, in the Indian scenario has evolved on religion, caste system, etc. This is reflected in the decision making process which has contributed formation of informal groups. In an organization, there are employees who often take advantage of the organization for achievement of personal goals at the cost of organizational goals. Conflict and manipulating power bases need to be taken care of in a suitable manner to alter human behaviour and prompt various individuals towards accomplishing higher growth. Power dynamics can play a central role in organization situations in different environments.

1.2. Key Fundamentals of Organisational Behaviour

The key Fundamentals in organizational behaviour are people, structure, technology and the external elements in which the organization operates. When people come together in an organization to achieve an objective, some degree of infrastructure is required. People also utilise technology to complete the job, so there is an interface of people, structure and technology. In addition, these elements are affected by the external environment, and they in turn affect it.

People

People constitute the internal social system of the organization. They comprise of individuals and groups, and large groups as well as small ones. People are the living, thinking, feelings beings who developed the organizations. It is present to accomplish their objectives. Organizations are present to serve people and not the other way around. The work force is one of the vital resources that need to be managed. In managing human resources, managers have to deal with:

- ✓ Individual employee who are expected to perform the tasks allotted to them
- ✓ Dyadic relationships such as superior-subordinate interactions
- ✓ Groups who work as teams and have the responsibility for getting the job done
- ✓ People outside the organization system such as customers and government officials

Structure

Structure identifies the official relationships of people in organizations. Different jobs are needed to achieve all of an organization's activities. There are managers and employees, accountants and assemblers. These people have to be interconnected in some structural way so that their work can be productive. The main structure relates to power and to duties. For example, one person has authority to make decisions that affect the work of other people. Some of the key concepts of organization structure are listed as below:

- ✓ Hierarchy of Authority- This refers to the distribution of authority among organizational positions and authority grants the position holder certain rights including right to give direction to others and the right to punish and reward.
- ✓ Division of Labour- This refers to the distribution of responsibilities and the way in which activities are divided up and assigned to different members of the organization is considered to be an element of the social structure.
- ✓ Span of Control- This refers to the total number of subordinates over whom a manager has authority.
- ✓ Specialization- This refers to the number of specialities performed within the organization.
- ✓ Standardization- It refers to the existence of procedures for regularly recurring events or activities.
- ✓ Formalization- This refers to the extent to which rules, procedures, and communications are written down.
- ✓ Centralization- This refers to the concentration of authority to make decision.
- ✓ Complexity- This refers to both vertical differentiation and horizontal differentiation. Vertical differentiation- outlines number of hierarchical levels; horizontal differentiation highlights the number of units within the organization (e.g departments, divisions).

Organizations can be structured as somewhat rigid, formalized systems or as somewhat loose, flexible systems. Thus the structure of the organizations can range on a continuum of high rigidity to high flexibility. There are two broad categories of organization: i) Mechanistic form of organization ii) Organic form of Organization

- ✓ **Mechanistic form of Organisation** - It is categorized by high levels of complexity, formalization and centralization. A highly mechanistic system is characterized by centralized decision making at the top, an inflexible hierarchy of authority, well but narrowly defined job responsibilities particularly at lower levels, and wide-ranging rules and regulations which are clearly informed to the employees through written documents. In mechanistic organization, labor is divided and

subdivided into many highly specialized tasks (high complexity), workers are given limited scope in performing their tasks and rules and procedures are rigidly defined (high formalization); and there is limited involvement in decision making which tends to take place at the highest levels of management high centralization.

- ✓ **Organic form of Organisation** - A highly organic system is categorized by decentralized decision-making which permits people directly concerned with the job to make their own decisions, very limited levels in the hierarchy with accommodating authority and reporting patterns, loosely defined job responsibilities for members, and very limited written rules and regulations. It is comparatively simple, informal and decentralized. In comparison to mechanistic organizations, employees in organic organizations, such as design firms or research labs, are inclined to be more generalist in their functioning.

Jobs and Tasks

Job refers to the grand total of an individual's assignment at the workplace. Tasks refer to the various activities that need to be performed to get the job done. The character of tasks, it's executives by several individuals, nature of interdependence and inter-relatedness, group activities etc are needed for organizational effectiveness. Hence, the jobs and tasks have to be designed and managed correctly.

Core Job Characteristics: There are five job characteristics which are fundamental to providing potential motivation to workers. They are: Skill variety, Task identity, Task significance, Autonomy, and Feedback from the job itself.

- ✓ **Task Variety:** This signifies the extent to which any particular job makes use of a range of skills, abilities and talents of the employees. If varied skills are used by the employee on the job, the job is going to provide stimulation and growth experience to the workers.
- ✓ **Task Identity:** This points to the degree to which the job involves a 'whole' and identifiable piece of work. If the job comprises of the whole components (eg - painting a portrait), then the individual can recognize the ultimate creation turned out by him and gain pride and satisfaction from having done a good job.
- ✓ **Task significance:** This refers to the importance or significance of the impact that a job has on the lives of others - both inside and outside of the organization. If what one does has an effect on the well being of others, the job becomes psychologically rewarding to the person who performs it.
- ✓ **Autonomy:** This refers to the extent to which the job provides an employee the freedom, independent and judgment to plan work and make decision and formulate the procedures to get the job done without interference from others. The higher the degree of freedom, the more the person doing the job feels in control.
- ✓ **Feedback from the Job itself:** This points to the extent to which the person who is working on the job can determine whether they are doing things right or wrong even as they are performing the job. That is, the job itself is an interesting one and therefore enjoyable.

Job Design: Jobs can be designed to range from very simple to very complex tasks in terms of the utilisation of the workers skill. Some of the job design options are as follows:

- ✓ **Job Simplification:** The jobs are broken down into very small parts as in the assembly line operations where a fragmented task is repeatedly done over and over again by the same individual.

- ✓ **Job Rotation:** This involves rotating employees among different tasks over a length of time. Management does not have to bother with combining tasks, but simultaneously, the workers are not uninterested with doing one simple task over several years. The employee is regularly moved from one job to another within the work setting.
- ✓ **Job Enlargement:** This entails simply adding more tasks to the job so that the workers have several simple tasks to perform rather than doing just one task again and again. Two or more tasks are combined and the individual does the combined tasks altogether.
- ✓ **Job Enrichment:** This suggests a greater challenge to the workers because it requires the use of several skills possessed by them. This entails building in motivating aspects into the job, giving the workers more accountability and control over work, and offering learning opportunities for the individual on the job.

Technology

Organizations have technologies for changing inputs and outputs. These technologies consist of physical objects, activities and process, knowledge, all of which are brought to bear on raw materials labour and capital inputs during a transformation process. The core technology is that set of productive components most closely associated with the transformation process, for example, production or assembly line in manufacturing firm. Technology offers the physical and economic resources with which people work. They cannot achieve much without technology, so they build buildings, design machines, create work processes and assemble resources. The technology that results has a critical influence on working relationships. An assembly line is not similar to a research laboratory, and a steel mill does not have the same working conditions as a hospital. The big advantage of technology is that it allows people to do more and better work, but it also constricts people in various ways. It has costs as well as benefits.

Classification of Technology:

Thomson classified technology into three categories: Long-linked technology, Mediating Technology and Intensive Technology.

- ✓ **Long linked Technology:** In this, tasks are broken down into a number of sequential and interdependent steps, where the outputs of one unit become the input of the next. (eg. Assembly line) this assists in having high volume of output and competence. This technology calls for mechanistic structures with high levels of specialization, standardization and formalization.
- ✓ **Mediating Technology:** This connects different parties who need to be together in a direct or indirect way (eg. Banks - use mediating technology to lend money to borrowers by taking money from depositors).
- ✓ **Intensive Technology:** It is used when a group of specialists are joined together to solve complex problems using a variety of technologies (eg. Hospital - parties are treated with the help of experts drawn from different fields of specialization). Coordination of the different activities is accomplished in the system usually through mutual adjustment among those involved in solving the problem in the different units. Organic structures would fit in this system using intensive technology.

Environment

All organizations functions within an external environment. A single organization does not function alone. It is part of a larger system that compromises of thousand of other elements. All these

reciprocally influence each other in a complex system that becomes the life style of the people. Individual organization, such as a factory or school cannot get away from being influenced by this external environment. It influences the attitudes of people, affects working conditions, and provides contest for resources and power.

Every organization work together with other members of its environment The interactions allow the organization to procure raw material, hire employees, secure capital, gain knowledge, and build, lease or buy facilities and equipment. Since the organization process a product or service for use by the environment, it will also communicate with its customers. Other environmental elements, who regulate or over see these exchanges, communicate with the organization as well (distributors, advertising agencies, trade associations, government of the countries in which business is operated).

Two Distinct Sets of Environment

- ✓ **Specific Environment:** This comprises the suppliers, customers, competitors, governments' agencies, employees, unions, political parties etc.
- ✓ **General Environment:** It comprises the economic, political, cultural, technological and social factors in which the organization embedded.

Organizations are entrenched in an environment within which they function. Some of the external factors may be totally beyond the control of the organization to change, such as the cultural, social or economic, or governmental aspects. On the other hand, many of the other factors such as sizing up the market, keeping abreast with the technological changes taking place, being a step ahead of competition, or stocking up and buffering supplies when certain materials are likely to be in short supply, are all within the control of the organization. Effectively managing these situations, however, entails constant and close watch, flexibility to changes, and being able to manage arduous situations through effective decisions making. Those organizations which are proactive (that is, cautious and take action before crisis situations happens) and can manage their external environment are more proactively than those that are reactive (that is, caught without warning and wake up after facing the crises situation) and are not able to cope effectively.

Fit between Environment and Structure

Firms facing a fast changing or unstable external environment were more productive when they had more organic structures which provided scope for quick changes to be made within the internal environment of the system. Likewise, firms which operated in a somewhat stable external environment were very productive when they had more mechanistic structures. This mechanistic structure gave the system scope to operate in a conventional manner since authority, responsibility, procedures, and rules were clearly mentioned.

1.3. Organisational Behaviour Model

Every organization develops a particular model in which behaviour of the people takes place. This model is developed on the basis of management's assumptions about people and the vision of the management. There are five model of organizational behaviour, such as

- ✓ Autocratic

- ✓ Custodial
- ✓ Supportive
- ✓ Collegial

Autocratic Model

In the autocratic model, managerial orientation is towards power. Managers see authority as the only means to get the things done, and employees are expected to follow orders. The result is high dependence on boss. This dependence is possible because employees live on the subsistence level. The organizational process is mostly formalized; the authority is delegated by right of command over people to whom it applies. The management decides what the best action for the employees is. A very strict and close supervision is required to obtain desirable performance from them. The autocratic model represents traditional thinking which is based on the economic concept of the man. With the changing values and aspiration levels of people, this model is yielding place to others. However, this does not mean that this model is discarded in total. In many cases; the autocratic model of organizational behaviour may be a quite useful way to accomplish performance, particularly where the employees can be motivated by physiological needs. This generally happens at lower strata of the organization.

Custodial Model

In the custodial model, the managerial orientation is towards the use of money to play for employee benefits. The model depends on the economic resources of the organization and its ability to pay for the benefits. While the employees hope to obtain security, at the same time they become highly dependent on the organization. An organizational dependence reduces personal dependence on boss. The employees are able to satisfy their security needs or in the context of Herzberg's theory only maintenance factors. These employees working under custodial model feel happy, their level of performance is not very high. Since employees are getting adequate regards and organizational security, they feel happy. However, they are not given any authority to decide what benefits or rewards they should get. Such an approach is still quite common in many business organizations in India. The phenomenon is more predominant in family-managed business organizations where family characteristics have also been applied to the organizational settings. The basic ingredient of the family-managed system is that, parents decide what is good or bad for their children and managers decide what is good for their employees. From this point of view, this model is not suitable for matured employees.

Supportive Model

The supportive model organizational behaviour depends on managerial leadership rather than on the use of power of money. The aim of managers is to support employees in their achievement of results. The focus is primarily on participation and involvement of employees in managerial decision-making process. The supportive model is based on the assumptions that human beings move to the maturity level and they expect the organizational climate which supports these expectations. Various organizational processes-communication, leadership, decision-making, interaction, control, and influence-are such that, these help employees to fulfill their higher order needs such as esteem and self-actualization.

Supportive model is best suited in the conditions when employees are self-motivated. Thus, this emphasizes not on the economic resources of the organization but its human aspect. Manager's

role is to help employees to achieve their work rather than supervising them closely. This can be applied more fruitfully for higher level managers whose lower order needs are satisfied reasonably.

Organizations with sophisticated technology and employing professional people can also apply this model for getting best out of their human resources. However, this does not mean that, this model can be applied in all circumstances. It may not be the best model to apply in less developed nations. Because their employees need structures that are often at lower levels and their social conditions are different'. Moreover, this model can be applied more fruitfully for managerial levels as compared to operative levels. As such, the tendency of modern management is to move towards supportive model, especially for their management groups.

Collegial Model

Collegial model is an extension of supportive model. The term collegial refers to a body of people having common purpose. Collegial model is based on the team concept in which each employee develops high degree of understanding towards others and shares common goals. The employee response to this situation is responsibility. Employees need little direction and control from management. Control is basically through self discipline by the team members. The organizational climate is quite conducive to self fulfillment and self-actualization. Collegial model tends to be more useful with unprogrammed work requiring behavioural flexibility, an intellectual environment, and considerable job freedom.

The various models of organizational behaviour are based on the assumption of the human characteristics and how they can work best. Since situational variables are strong factors in determining the organizational processes, managers cannot assume that a particular model is best suitable for all purposes and for all situations. Rather all the models will remain in practice and that too with considerable success. These models are basically constructed around need hierarchy. Since need hierarchy is not similar for all the employees, the same model cannot be used for all of them. The need hierarchy changes with the level of a person in the organization, level of his education, level of maturity, personality factors and the type of work environment. Considering these factors, a particular model can be applied. Organization theorists have argued that there is a tendency to move towards the adoption of supportive model because in this case people may give their best because in other models they do not find conditions conducive to give their best performance. This is why managers are taking a number of steps to humanize their organizations, such as participation, morale building, and so on to make the organizations more effective.

Four Models of Organizational Behavior

Key points	Autocratic	Custodial	Supportive	Collegial
1. Basis of model	Power	Economic resource	Leadership	Partnership
2. Management orientation	Authority	Money	Support	Teamwork
3. Employee orientation	Obedience	Security and benefits	Job performance	Responsible behavior
4. Employee psychological result	Depends on boss	Dependence on Org.	Participation	Self discipline
5. Employee needs	Subsistence	Security	States and recognition	Self actualization
6. Performance result	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm

23/08/2014

Mallikarjun M. Maradi, Asst. Professor, Rani Channamma University, PG centre, Bijapur

www.vskills.in

Certifications

► Accounting, Banking & Finance

- Certified AML- KYC Compliance Officer
- Certified Business Accountant
- Certified Commercial Banker
- Certified Equity Research Analyst
- Certified Foreign Exchange Professional
- Certified Hedge Fund Manager
- Certified Merger and Acquisition Analyst
- Certified Tally 9.0 Professional
- Certified Treasury Markets Professional
- Certified Wealth Manager

► Foreign Trade

- Certified Export Import (Foreign Trade) Professional

► Hospitality

- Certified Restaurant Team Member (Hospitality)

► Human Resources

- Certified HR Compensation Manager
- Certified HR Staffing Manager
- Certified Human Resources Manager
- Certified Performance Appraisal Manager

► Logistics & Supply Chain Management

- Certified International Logistics Professional
- Certified Logistics & SCM Professional
- Certified Purchase Manager

► Law

- Certified IPR & Legal Manager

► Life Skills

- Certified Business Communication Specialist
- Certified Public Relations Officer

► Media

- Certified Advertising Manager
- Certified Advertising Sales Professional

► Office Skills

- Certified Data Entry Operator
- Certified Office Administrator

► Project Management

- Certified Project Management Professional

► Real Estate

- Certified Real Estate Consultant

► Information Technology

- Certified Android Apps Developer
- Certified ASP.NET Programmer
- Certified Basic Network Support Professional
- Certified Business Intelligence Professional
- Certified C# Professional
- Certified CAD Professional
- Certified Cloud Computing Professional
- Certified Computer Fundamentals (MS Office) Professional
- Certified Core Java Developer
- Certified CSS Designer
- Certified Data Mining and Warehousing Professional
- Certified DHTML & Javascript Developer
- Certified Django Developer
- Certified DTP operator
- Certified E-commerce Professional
- Certified E-Governance Professional
- Certified Enterprise Applications Integration Specialist (Biztalk)
- Certified Ethical Hacking and Security Professional
- Certified Facebook Apps Developer
- Certified Grid Computing Professional
- Certified Hadoop and Mapreduce Professional
- Certified HTML Designer
- Certified HTML5 Developer
- Certified iPhone Apps Developer
- Certified IT Support Professional
- Certified J2ME Programmer
- Certified Joomla Developer
- Certified Linux Administrator
- Certified Magento Professional
- Certified MySQL DB Administrator
- Certified Network Security Professional
- Certified Open Source CMS (Drupal) Professional
- Certified PHP Professional
- Certified PL/SQL Developer
- Certified Python Professional
- Certified Router Support Professional
- Certified Selenium Professional
- Certified SEO Professional
- Certified Software Quality Assurance Professional
- Certified Software Security Professional
- Certified Software Testing Professional
- Certified SQL Server 2008 Programmer
- Certified WiMax(4G) Professional
- Certified Wordpress Developer
- Certified XML Developer

► Sales, BPO

- Certified Telesales Executive

Contact us at:

V-Skills

011-473 44 723 or info@vskills.in

Intelligent Communication Systems India Limited

DSIIDC Administrative Building,

Okhla Industrial Estate-III, New Delhi-110020

www.vskills.in