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Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Subject Code: PUSASQF601

Chapter: Unit 1 Chp 1c and 1d

Chapter Name: What is Organizational Behaviour?

Today's Agenda

1. ORGANIZATIONAL BEHAVIOUR

1. Define: Organizational Behaviour
2. Meaning of Organizational Behaviour
3. Disciplines that contribute to Organizational Behaviour

2. CHALLENGES AND OPPORTUNITIES BEFORE ORGANIZATIONAL BEHAVIOUR

1. Challenge - GLOBALIZATION
2. Challenge - WORKFORCE DIVERSITY
3. Challenge - COPING WITH TEMPORARINESS
4. Challenge - STRIKING WORK-LIFE BALANCE
5. Challenge - CREATING POSITIVE WORK ENVIRONMENT
6. Challenge - IMPROVING ETHICAL BEHAVIOUR

3. OPEN ENDED QUESTIONS

1.1

DEFINE: ORGANIZATIONAL
BEHAVIOUR

ROBBINS AND JUDGE, 2009

- OB is “a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization’s effectiveness.”



JOHN NEWSTROM AND KEITH DAVIS

- OB is “a the study and application of knowledge about how people - as individuals and as groups - act within organizations.”

1.2 MEANING OF ORGANIZATIONAL BEHAVIOUR

- Understand people better and hence manage them better.
- Understand what people do in an organization and how that affects their performance.
- 3 factors that determine OB are :- individual, groups and structure.
- OB aims to influence these 3 to improve organizational performance.
- Major areas to study in OB are:- motivation, learning, attitudes, leadership, perception, conflict, group dynamics, stress, organizational design.

1.3

DISCIPLINE THAT CONTRIBUTE TO ORGANIZATIONAL BEHAVIOUR

OB is an applied Behavioural science built on contributions from a number of disciplines.

- PSYCHOLOGY
- SOCIOLOGY
- SOCIAL PSYCHOLOGY
- ANTHROPOLOGY

1.3

DISCIPLINE THAT CONTRIBUTE TO ORGANIZATIONAL BEHAVIOR

PSYCHOLOGY

Definition by **Robbins and Judge, 2013**

“A science that seeks to measure, explain and sometimes change the behavior of human and other animals.”

- The contribution of psychology is on a micro or individual level.
- Early organizational psychologists studies the problems of fatigue, boredom and other working conditions that would impact efficient work performance.
- More recently, their contributions include learning, motivation, perception, personality, emotions, training, leadership effectiveness, job satisfaction, decision making process, performance appraisal, recruitment techniques, attitude measurement, work design and job stress.

1.3

DISCIPLINE THAT CONTRIBUTE TO ORGANIZATIONAL BEHAVIOUR

SOCIOLOGY

Definition by **Robbins and Judge, 2013**

“The study of people in relation to their social environment or culture.”

Sociologists have studied group behaviours in formal and complex organization and made their contributions in the following areas:- Intergroup behaviour, organizational culture, organizational theory and structure, organizational technology, power and politics, conflicts.

1.3

DISCIPLINE THAT CONTRIBUTE TO ORGANIZATIONAL BEHAVIOUR

SOCIAL PSYCHOLOGY

- Social psychology studies how people influence each other by combining concepts and ideas from psychology and sociology to understand people's influence on one another.
- One major area of study is change - how to implement it and how to reduce barriers to its acceptance.
- Social psychologists have contributed in the following areas:- identifying communication patterns, group behaviour and processes, building trust, decision making, power, conflicts, etc.

1.3

DISCIPLINE THAT CONTRIBUTE TO ORGANIZATIONAL BEHAVIOUR

ANTHROPOLOGY

Definition by **Robbins and Judge, 2013**

“ The study of societies to learn about human beings and their activities.”

Anthropologists have contributed in the following areas:-

Differences in values, attitudes and behaviour of people in different countries and within different organizations, different organizational culture and climate.

2.0 CHALLENGES AND OPPORTUNITIES BEFORE OB

Today's challenges are dramatic and diverse and thus brings opportunities for managers to use OB CONCEPTS for meaningful insights and solutions.

2.1 CHALLENGE- GLOBALIZATION

UNDERSTANDING GLOBALIZATION

- The world is a global village. Organizations are no longer constrained by national borders.
- Eg. Samsung - a South Korean business conglomerate , sells most of its products in other countries.
- Eg. Apple - the strongest USA identity company -employs twice as many workers outside USA than inside the country.
- Eg. Volkswagen - a German automobile company manufacturers in Mexico.

2.1 CHALLENGE- GLOBALIZATION

MANAGERS ROLE

- FOREIGN ASSIGNMENTS

- lead to transfer to other countries, causing a challenge to manage a workforce with different needs, attitudes and aspirations.
- To be effective, manager needs to understand everything about the new location's culture as well as work force culture and deal with it sensitively.

- WORKING WITH PEOPLE FROM DIFFERENT COUNTRIES

- working with bosses, peers raised in different cultures, causing a hindrance in communication style, motivation, etc.
- To be effective, manager needs to understand how their culture and background has shaped them and adapt their managing style accordingly

2.1 CHALLENGE- GLOBALIZATION

MANAGERS ROLE

- HANDLING THE BACKLASH OF ANTI-CAPITALISM
 - Capitalism focuses on efficiency, growth and profit. Such values are okay with certain parts of the world like USA ,AUSTRALIA but anger countries in the MIDDLE EAST, FRANCE.
 - To be effective, manager needs to be sensitive to different values and strike a balance between them and the objectives of the organization.

2.1 CHALLENGE- GLOBALIZATION

MANAGERS ROLE

- OUTSOURCING AND LOW COST OF LABOUR
- Labour in developed countries is far more expensive than developing countries
- Eg. For the same job, per hour rate will be \$6 in the US and in china it will be for as cheap as 30 cents.
- This causes criticisms from labour groups and politicians .
- Managers needs to strike a fine balance between the goals of the organization and their responsibilities to the community.

2.1 CHALLENGE- GLOBALIZATION

MANAGERS ROLE

- DANGER OF TERRORISM
- Terrorism has caused a cut down on business travel due to fear and also caused animosity amongst countries.
- Eg. an American manager working in Pakistan.
- To be effective, managers need to be sensitive to emotions.

2.2 CHALLENGE- WORKFORCE DIVERSITY

UNDERSTANDING WORKFORCE DIVERSITY

- Workforce diversity means difference among people in the same country.
- Should all employees be treated alike?
- What are the major diversities in today's work culture?

2.2 CHALLENGE- WORKFORCE DIVERSITY

Understand **Gender**

- GENDER
 - Rapid growth of women in the workforce causes attention on issues such as child care, maternity leave, sexual harassment, etc.
 - To be effective, managers should ensure equal opportunities and no discrimination.

2.2 CHALLENGE- WORKFORCE DIVERSITY

Understanding **Age**

- AGE
 - Handling a young workforce is a big challenge as they are at their peak with regards to earnings, savings and productivity. Eg India
 - Handling an aging workforce is a big challenge as they require strategic motivation and may lack adaptability. Eg US
 - To be effective, managers need to work on strategies that strike a balance of age groups.
- What are the attributes that older workers bring to the job?
- What are the attributes that younger workers bring to the Job?

2.2 CHALLENGE- WORKFORCE DIVERSITY

Understanding **Urbanisation** in INDIA

- As people are moving to the cities, the standard of living is getting compromised and the cost of living is increasing.
- What are the problems caused by urbanization?

2.2 CHALLENGE- WORKFORCE DIVERSITY

Understanding **Race and Ethnicity**

- Race is associated with biology and heritage they belong to. Ethnicity is set of culture that overlaps with race. Eg. Asians, blacks.
- Racial discrimination may impact promotion decisions, pay scales, recruitment, etc.
- To be effective, managers need to follow laws and highly structured methods against race and ethnic discrimination.
- Managers should create a feeling of inclusiveness known as a positive diversity climate.

2.2 CHALLENGE- NATIONAL ORIGIN

Understanding **National Origin**

- People from different nationalities have a different accent and their communication skills may vary which could cause misunderstanding.
- How do you think Managers can deal with this challenge?

2.2 CHALLENGE- DISABILITY

Understanding **Disability**

- There are laws organisations to employ physically and/or mentally disabled people.
- Managers need to create Job opportunities based on their ability and provide reasonable assistance and comfort.

2.2 CHALLENGE- WORKFORCE DIVERSITY

Understanding **Domestic Partners**

- Since homosexuality has been legalised and live in relations are more common.
- They are asking for benefits and rights as traditionally married couple.
- In this case, government laws play a major role in order, for the manager to deal with this challenge.

2.2 CHALLENGE- WORKFORCE DIVERSITY

Understanding **Religion**

- Religious and non religious people question each other's belief system.
- People of different religions have conflicts over faith.
- Eg of different religions are :-Hinduism, Islam, Christianity, Buddhism, Sikhism,etc.
- There should be no discrimination based on their religion.
- Managers should develop sensitivity to the rituals/customs, dressing (turban, hijab), festival days ,etc

2.2 WORKFORCE DIVERSITY-SUMMARY

Advantage/disadvantage

- If handled poorly, can result in high employee turnover as well as conflicts.
- If handled well, it can lead to greater creativity and innovation in the organisation.

2.3 CHALLENGE- COPING WITH TEMPORARINESS

Understanding TEMPORARINESS

- TEMPORARINESS means everything at the job/employee level or organizational level is transient, nothing in permanent.
- EMPLOYEE LEVEL
 - Employees job description keeps on changing.
 - Employees work groups and departments keeps on changing because of assignments.
 - Temporary workers in place of permanent workers to save on pensions
 - Tasks are done by flexible teams rather than individuals.

2.3 CHALLENGE- COPING WITH TEMPORARINESS

Understanding TEMPORARINESS

- ORGANIZATION LEVEL
- Organizations are constantly transforming.
- Selling loss making divisions.
- Embarking on major capacity expansions.
- Engaging in mergers and acquisitions to consolidate their existing business.
- Downsizing
- Outsourcing or sub contracting noncritical divisions.

2.3 CHALLENGE- COPING WITH TEMPORARINESS

Coping with TEMPORARINESS

- Update knowledge to cope up with new job description.
- Update technological knowledge
- Be flexible and inclusive
- Get use to the unpredictability and the insecurity of employment.
- Handle temporariness with tolerance and spontaneity
- Managers needs to find ways to overcome resistance from employees and make them embrace change.

2.4 CHALLENGE- STRIKING WORK LIFE BALANCE

Understanding time demands of work are no more 8-9 hours for 5 hours a week, but it's a 24/7 job.

- Due to **globalisation**, organisations do not sleep. Some employee is working at some place somewhere in the world.
- Due to **communication technology advancement**, employees can operate virtually from anywhere.
- Organizations have become more **demanding** and expect employees to work harder.
- **Dual-career couples** has increased, making it difficult to remove time for family and friends.

2.4 CHALLENGE- STRIKING WORK LIFE BALANCE

Life-work balance instead of work like balance

- Flexibility in their jobs and work schedules.

2.5

CHALLENGE- CREATING POSITIVE WORK ENVIRONMENT

Focus on positive organisational citizenship/positive organisational behaviour.

- By focusing on what is good in the organisation rather than. What is wrong.
- By focusing on human strengths, fostering vitality and resilience and unlocking employee potential.
- By a technique called 'reflected best-self' -where employees speak about when they performed their best and thus managers understand how to exploit their strengths.

2.6

CHALLENGE- IMPROVING ETHICAL BEHAVIOUR

⌋ Ethical dilemmas are "situations in which individuals are required to define right and wrong conduct."

Robbins and Judge, 2013

- Some common ethical dilemmas are:-
- **Whistle blowing** - should report or ignore happening in the organisation?
- **Politics** - whether to play politics to advance their careers?
- **Manipulation** - manipulating feedbacks and reports for ulterior motives.

2.6

CHALLENGE- IMPROVING ETHICAL BEHAVIOUR

Coping up with ethical dilemmas:

- **Code of ethics** - constitutes of clearly written ethical and unethical behaviour. This is widely spread among employees.
- **Seminars** - Managers conducts seminars, workshops, training programs to improve ethical behaviour.
- **Protective mechanisms** - Employees can report cases of unethical behaviour anonymously.