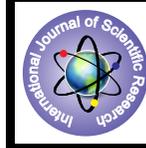


ORGANIZATIONAL BEHAVIOUR**Management****KEYWORDS :****C. Venkatakrishnan**

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ABSTRACT

Organizational behaviour is related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. The study of organizational behaviour relates to the expected behaviour of an individual in the organization. Researchers, management practitioners, psychologists, and social scientists must understand the very credentials of an individual, his background, social framework, educational update, impact of social groups and other situational factors on behaviour.

This paper focuses and provides an insight into the meaning, various business prospects of Organizational behaviour, opportunities and challenges faced by them, obstacles that stand in its way and strategies that can be initiated to support it.

INTRODUCTION:

Organizational behaviour does not depend upon deductions based on gut feelings but attempts to gather information regarding an issue in a scientific manner under controlled conditions. It uses information and interprets the findings so that the behaviour of an individual and group can be canalized as desired. Large number of psychologists, social scientists and academicians has carried out research on various issues related to organization behaviour. It is therefore important for all employees to possess a positive attitude towards work. They need to function in congenial atmosphere and accomplish assigned goals. Use of authority, delegation of certain powers to subordinates, division of labour, efficient communication, benchmarking, re-engineering, job re-design and empowerment are some of the important factors so that an organization can function as well-oiled machine. This is not only applicable to manufacturing organizations but also to service and social organizations. Disciplines like psychology, anthropology and political science have contributed in terms of various studies and theories to the field of organizational behaviour. A leader should be able to communicate with his subordinate and keep them in picture as to the happenings in the organization. People promote organizational culture for mutual benefit. Conflict and manipulating power bases need to be handled in an appropriate manner to modify human behaviour and stimulate various individuals towards achieving higher productivity. Power dynamics plays a significant role in organization situations in different environment

Contributing Fields to Organizational Behaviour Psychology:

Psychology is an applied science, which attempts to explain human behaviour in a particular situation and predicts actions of individuals. Psychologists have been able to modify individual behaviour largely with the help of various studies. It has contributed towards various theories on learning, motivation, personality, training and development, theories on individual decision making, leadership, job satisfaction, performance appraisal, attitude, ego state, job design, work stress and conflict management. Studies of these theories can improve personal skills, bring change in attitude and develop positive approach to organizational systems. Various psychological tests are conducted in the organizations for selection of employees, measuring personality attributes and aptitude. Various other dimensions of human personality are also measured. These instruments are scientific in nature and have been finalized after a great deal of research. Field of psychology continues to explore new areas applicable to the field of organizational behaviour. Contribution of psychology has enriched the organizational behaviour field.

Sociology:

Science of Sociology studies the impact of culture on group behaviour and has contributed to a large extent to the field of group-dynamics, roles that individual plays in the organization, communication, norms, status, power, conflict management, formal organization theory, group processes and group decision-making. Political science: Political science has contributed to the field of Organizational behaviour. Stability of government at national level is one major factor for promotion of international business, financial investments, expansion and employment. Various government rules and regulations play a very decisive role in growth of the organization. All organizations have to abide by the rules of the government of the day.

Social psychology:

Working organizations are formal assembly of people who are assigned specific jobs and play a vital role in formulating human behaviour. It is a subject where concept of psychology and sociology are blend to achieve better human behaviour in organization. The field has contributed to manage change, group decision-making, communication and ability of people in the organization, to maintain social norms.

Anthropology:

It is a field of study relating to human activities in various cultural and environmental frameworks. It understands difference in behaviour based on value system of different cultures of various countries. The study is more relevant to organizational behaviour today due to globalization, mergers and acquisitions of various industries. The advent of the 21st century has created a situation wherein cross-cultural people will have to work in one particular industry. Managers will have to deal with individuals and groups belonging to different ethnic cultures and exercise adequate control or even channelize behaviour in the desired direction by appropriately manipulating various cultural factors.

IMPACTS OF ORGANIZATIONAL BEHAVIOUR IN BUSINESS:

The way your employees behave at work will differ from their behavior as individuals in a social setting. A variety of factors influence organizational behavior, including the company's structure, policies and procedures, management effectiveness and interactions between colleagues.

Culture:

When new employees join your company, the way they behave is influenced by the organizational culture. If your company culture encourages employees to speak up without fear of reprisal, new employees will gain confidence in expressing their ideas, whereas if the culture is to shoot the messenger, new employees will soon learn to keep their opinions to themselves. You can influence company culture by being clear about your vision and

values and putting them into practice on a daily basis.

Motivation

While the need to earn a salary ensures people will show up for work, organizational behaviour suggest that employees need to be motivated to perform to the best of their ability. Rewards must be seen as fair and equitable in order to inspire employees to work hard. Managers can motivate employees by setting realistic, achievable goals and measuring attainment. Achievement of these goals should be rewarded, either through recognition from the manager or financially.

Decision Making

Organizational behaviour influences the decisions that people make. Companies with robust, effective communication mechanisms enable managers and employees to make informed decisions, because they understand the business context.

Change Management

All companies must respond to changing markets, technical advances and customer demands if they are to survive. Companies can manage change effectively by understanding organizational behaviour. The need for change should be openly discussed, with the opportunity for employees to ask questions. Managers must be seen to buy in to the change. Key employees who may be resistant to change should be sought out and persuaded of the benefits of change.

CHALLENGES AND OPPURTUNITIES:

Improving People Skills:

Technological changes, structural changes, environmental changes are accelerated at a faster rate in business field. Unlessemployees and executives are equipped to possess the required skills to adapt those changes, the achievement of the targeted goals cannot be achieved in time. There two different categories of skills – managerial skills and technical skills. Some of the managerial skills include listening skills, motivating skills, planning and organizing skills, leading skills, problem solving skill, decision making skills etc.

Improving Quality and Productivity:

Quality is the extent to which the customers or users believe the product or service surpasses their needs and expectations. For example, a customer who purchases an automobile has certain expectation, one of which is that the automobile engine will start when it is turned on. If the engine fails to start, the customer's expectations will not have been met and the customer will perceive the quality of the car as poor. Deming defined quality as a predictable degree of uniformity and dependability, at low cost and suited to the market. Juran defined it as fitness for use. The key dimensions of quality as follows.

Performance: Primary operating characteristics of a product such as signal coverage, audio quality, display quality etc.

- **Features:** Secondary characteristics, added features, such as calculators, and alarm clock features in hand phone
- **Conformance:** Meeting specifications or industry standards, workmanship of the degree to which a product's design or operating characteristics match preestablished standards
- **Reliability:** The probability of a product's failing within t a specified period of time
- **Durability:** It is a measure of product's life having both economic and technical dimension
- **Services:** Resolution of problem and complaints, ease of repair
- **Response:** Human to human interface, such as the courtesy of the dealer
- **Aesthetics:** Sensory characteristics such exterior finish

- **Reputations:** Past performance and other intangibles, such as being ranked first.

More and more managers are confronting to meet the challenges to fulfill the specific requirements of customers. In order to improve quality and productivity, they are implementing programs like total quality management and reengineering programs that require extensive employee involvement.

Total Quality Management (TQM): It is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational process. The component of TQM are (a) intense focus of the customer

(b) concern for continual improvement (c) improvement in the quality of everything the organization does (d) accurate measurement and (e) empowerment of employees.

Reengineering: This refers to discrete initiatives that are intended to achieve radically redesigned and improved work process in a bounded time frame. Business Process Reengineering employees a structural methodology that reduces work process to their essential composite activist and provides cost performance matrices to facilitate a business case for dramatic improvements. Both functional and cross-functional processes are evaluated through workflow analysis and activity based costing. In many cases, the application of new technology and industries best practices will enable quantum improvement in an organization's cost and performance.

Managing Workforce Diversity:

This refers to employing different categories of employees who are heterogeneous in terms of gender, race, ethnicity, relation, community, physically disadvantaged, homosexuals, elderly people etc. The primary reason to employ heterogeneous category of employees is to tap the talents and potentialities, harnessing the innovativeness, obtaining synergetic effect among the divorce workforce. In general, employees wanted to retain their individual and cultural identity, values and life styles even though they are working in the same organization with common rules and regulations. The major challenge for organizations is to become more accommodating to diverse groups of people by addressing their different life styles, family needs and work styles.

Responding to Globalization:

Today's business is mostly market driven; wherever the demands exist irrespective of distance, locations, climatic conditions, the business operations are expanded to gain their market share and to remain in the top rank etc. Business operations are no longer restricted to a particular locality or region. Company's products or services are spreading across the nations using mass communication, internet, faster transportation etc. An Australian wine producer now sells more wine through the Internet than through outlets across the country. More than 95% of Nokia hand phones are being sold outside of their home country Finland. Japanese cars are being sold in different parts of globe. Sri Lankan tea is exported to many cities across the globe. Executives of Multinational Corporation are very mobile and move from one subsidiary to another more frequently.

Implications for Managers:

Globalization affects a managerial skills in at least two ways: i) an Expatriate manager have to manage a workforce that is likely to have very different needs, aspirations and attitudes from the ones that they are used to manage in their home countries. ii) Understanding the culture of local people and how it has shaped them and accordingly learn to adapt ones management style to these differences is very critical for the success of business operations. One of the main personality traits required for expatri-

ate managers is to have sensitivity to understand the individual differences among people and exhibit tolerance to it.

Coping with "Temporariness"

In recent times, the Product life cycles are slimming, the methods of operations are improving, and fashions are changing very fast. In those days, the managers needed to introduce major change programs once or twice a decade. Today, change is an ongoing activity for most managers. The concept of continuous improvement implies constant change. In yester years, there used to be a long period of stability and occasionally interrupted by short period of change, but at present the change process is an ongoing activity due to competitiveness in developing new products and services with better features. Everyone in the organization faces today is one of permanent temporariness. The actual jobs that workers perform are in a permanent state of flux. So, workers need to continually update their knowledge and skills to perform new job requirements.

Implications for Manager:

Managers and employees must learn to cope with temporariness. They have to learn to live with flexibility, spontaneity, and unpredictability. The knowledge of Organizational Behaviour will help understand better the current state of a work world of continual change, the methods of overcoming resistance to change process, the ways of creating a better organizational culture that facilitates change process etc.

Stimulating Innovation and Change

Today's successful organizations must foster innovation and be proficient in the art of change; otherwise they will become candidates for extinction in due course of time and vanished from their field of business. Victory will go to those organizations that maintain flexibility, continually improve their quality, and beat the competition to the market place with a constant stream of innovative products and services. For example, Compaq succeeded by creating more powerful personal computers for the same or less money than IBM or Apple, and by putting their products to market quicker than the bigger competitors. Amazon.com is putting a lot of independent bookstores out of business as it proves you can successfully sell books from an Internet website.

Implications for Managers:

Some of the basic functions of business are being displaced due to the advent of a new systems and procedures. For example – books are being sold only through internet. Internet selling an organization's employees can be the impetus for innovation and change; otherwise they can be a major hindrance. The challenge for managers is to stimulate employee creativity and tolerance for change.

Emergence of E-Organization

E- Commerce:

It refers to the business operations involving electronic mode of transactions. It encompasses presenting products on websites and filling order. The vast majority of articles and media attention given to using the Internet in business are directed at online shopping. In this process, the marketing and selling of goods and services are being carried out over the Internet. In e-commerce, the following activities are being taken place quite often - the tremendous numbers of people who are shopping on the Internet, business houses are setting up websites where they can sell goods, conducting the following transactions such as getting paid and fulfilling orders. It is a dramatic change in the way a company relates to its customers. At present e-commerce is exploding. Globally, e-commerce spending was increasing at a tremendous rate from US\$ 111 billion in 1999 to US\$ 1.3 trillion by 2003.

E-business:

It refers to the full breadth of activities included in a successful Internet based enterprise. As such, e-commerce is a subset of e-business. E-business includes developing strategies for running Internet-based companies, creating integrated supply chains, collaborating with partners to electronically coordinate design and production, identifying a different kind of leader to run a 'virtual' business, finding skilled people to build and operate intranets and websites, and running the back room or the administrative side. E-business includes the creation of new markets and customers, but it's also concerned with the optimum ways to combine Computers, the Web and Application Software. A sizable number of multinational corporations are selling goods and services via the Internet.

Growth rate of e-business:

The application of Internet operations are initially covers a small part of the business. At this point, their e-commerce operations are secondary to their traditional business. An increasingly popular application of e-business is merely using the Internet to better manage an ongoing business. Later, there are millions of firms that are now selling anything over the Internet, but they are using e-business applications to improve communications with internal and external stakeholders and to better perform traditional business functions. Some companies are putting maximum effort in improving its internal efficiency and providing support to its wide-reaching dealer network and to on-line sellers by crating a shared and integrated network. The companies wanted to make creasing

E-Organizations:

This embraces e-commerce and e-business. State and central governments, municipal corporations are using the Internet for extending all the public utility services more efficiently through internet.

NEED OF ORGANIZATIONAL BEHAVIOUR:

The environment of business is ever changing. 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 order to help managers and supervisors learn more about the complexity of the new workforce many different areas of study have been developed. One area of study that has increased in importance over the years is the study of organizational behaviour. In order to understand the importance of organizational behaviour, we must first define exactly what organizational behaviour is and what it covers. Organizational behaviour is the study of attitudes and behaviour of individuals and groups in organizations (Johns 6). Organizational behaviour tries to examine different types of workers in all types of different situations. Organizational behaviour aims to help managers and supervisors in many ways. It plays a role in all facets of an organization. Finance, marketing, and production are just departments within an organization. It studies the human behaviour within the organization and the relationship between human behaviour and the organization.

CONCLUSIONS:

An organizational Behaviour study encompasses the study of organizations from multiple viewpoints, methods, and levels of analysis. Modern organizational studies attempt to understand and model these factors. Like all modernist social sciences, organizational studies seek to control, predict, and explain. As such, organizational behaviour or OB (and its cousin, Industrial psychology) have at times been accused of being the scientific tool of the powerful.[citation needed] Those accusations notwithstanding, OB can play a major role in organizational development and success.

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