Organizational Behaviour - an Introduction
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Lecture - 02
Introduction to Organizational Behaviour - Part 2

Hello all, welcome to this lecture series on Organizational Behaviour. We are in the second lecture which is on Organizational Behaviour- an Introduction. So, in the first lecture; I was talking to you about the definition of organizational behaviour.

So, in order to understand the definition of organizational behaviour; we looked at the definitions of organization, behaviour and organizational behaviour.

In fact, while defining all these three concepts; we looked at the complexities in defining these concepts.

In fact, I was trying to challenge each one of those terms used in the term organization. We spend a lot of time in understanding the terminologies used to define organization. The objective of making things complex for you is to; is not just to confuse you, but to make you understand, how the idea of organization is very difficult to understand; even with lot of effort to define it systematically, many of these ideas can be relative in nature.

So, how will this understanding that there is a complexity in defining organization will help you in this course? One, it will help you understand how newer forms of organizations are emerging and how these newer forms of organizations are influencing the way people behave in organizations. Two, this understanding of complexity will help you lo at things critically or it will help you think critically.

So, even though there are lot of theories which are based on many years of empirical work; those are context specific. So, without understanding the context or without specifying the context, we cannot generalize any phenomenon or any knowledge. So, I was trying to make you be critical about; the context in which these research or these theories are made.

So, when we talk about theories to understand human behaviour in later slides or in later chapters; you will try to lo at them critically by understanding their context or understanding the credibility of those theories, in a particular situation. So, knowledge is not necessarily just knowing; knowledge is also critically evaluating or evaluating with rationality.

What is a behaviour?

- Response of the organism or system to various stimuli or inputs, whether internal or external, conscious or subconscious, overt or covert, and voluntary or involuntary.

So, we were trying to understand what is an organization, what is behaviour and what is organizational behaviour? If you remember, I gave you a homework; I asked you to think about certain thing which is country. I want you to answer me, whether you will classify country; as a social group, whether it is an organization or not? The right answer is country is not an organization; let us go back to the definition. So, in fact, country is not an organization, government is the organization.

Why country is not organization? Because a country is not a consciously coordinated social entity; in other words, there are no clear cut job descriptions or task descriptions prescribed to citizens. So, let us say if you are a student in an institute, you are also a citizen of that particular country and you are also a member of that particular institute. But, how your membership as a student is different from your membership as a citizen in a country?

One, on your membership as a student in an Institute, you have clear cut descriptions of what you have to do and what you should not do. There are certain things which are expected from you and they are written down, but in a country your role is as a citizen. So, being a citizen is a role which means, there are no clear cut descriptions of what you have to do and what you cannot do.

There are rules, but these rules help us govern or help us live in this country with less problems; or cooperate as a society as a whole, but not as specific demands which are

placed on you. So, one, country cannot be strictly called as a consciously coordinated social entity, two; the idea of common goal or goals.

Again, these goals of a country are vaguely prescribed or very broadly prescribed; unlike an organization. So, the idea of goal in terms of common goal is not very rigid for a country. But, otherwise size, it is not a factor; in fact, there are organizations which are bigger than some countries in the world. So, size cannot be a criterion to evaluate whether countries are organization or not. I think I made things clear; so country cannot be called as an organization, it is a political entity and a government which governs the country is the organization.

So, I think you are clear about what I said about whether country is an organization or not. So, we also looked at organizational behaviour; defined what is organizational behaviour; in fact, this is where we stopped in the previous lecture. So, one thing I did not mention is OB as a multidisciplinary area; so what does multidisciplinary mean?
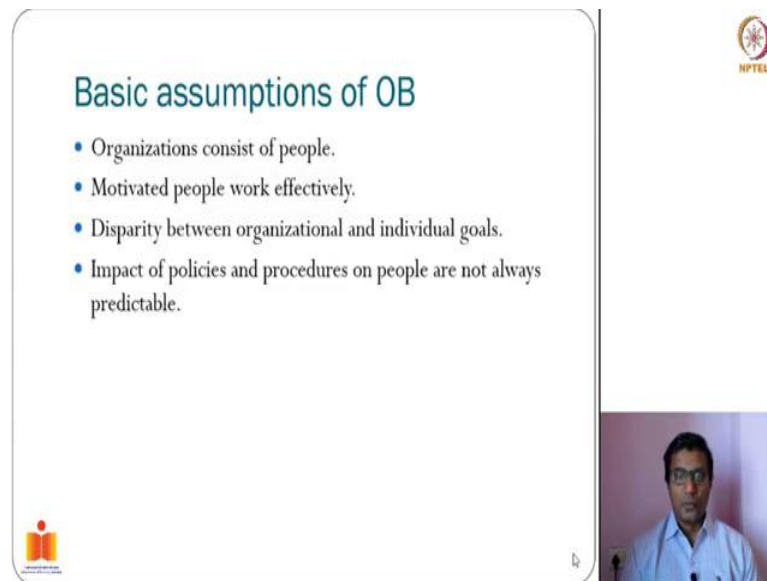
So, OB involves inputs from different disciplines; disciplines like psychology, sociology, anthropology, management; economics, many various fields contribute to organizational behaviour as a discipline. In fact, psychology is a major contributor to the field of organizational behaviour.
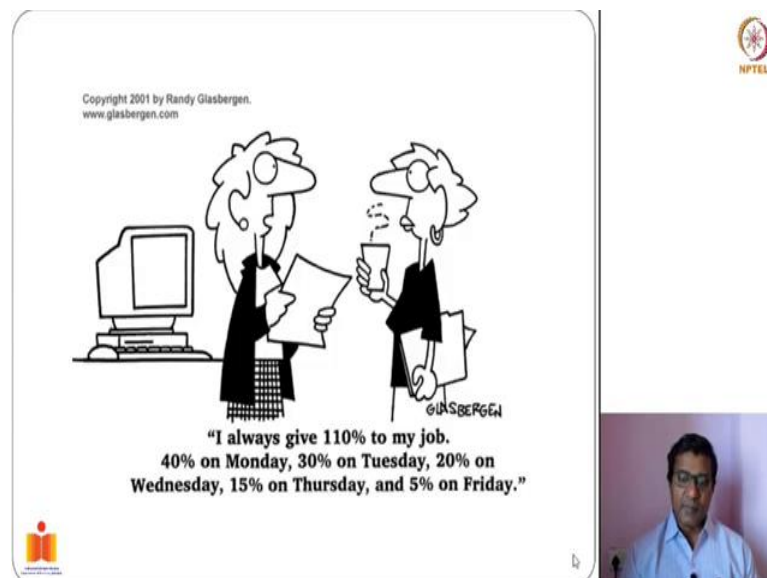
A very fundamental question which most people or most managers have is; how to make people gives a 100 percent? So, basically there are two different ways to understand people's behaviour at work. One, you need managers to push people to perform or

people are inherently lazy in nature and unless and until you push them, they may not perform.

The second assumption is employees per se are motivated people to work; sometimes they may not work because they do not feel meaningfulness or purpose in what they do. These are two ways of looking at employee behaviour in workplace; which one is true? We will talk about it in our later chapter on motivation.

OB as a discipline has certain basic assumptions or in other words OB, organizational behaviour as a discipline, assume certain things to be true and only based on those assumptions; other theories or other models are built upon.

So, according to me or based on my understanding of organizational behaviour; these are some of the assumptions OB makes. One, organization consists of people; agreed? In fact, in the definition we saw; definition of organization, we saw at least one person should be there to define an organization. In fact, there are organizations which range from one person to tens and thousands of people, agreed? two; motivated people work effectively, agree?

Anybody, here who wants to disagree with the statement? So, many of us think that; people who are motivated, work well. So, in other words; happy people perform better, agreed? One simple way of explaining the second statement is happy people work well. Is it true? Happy people work well? In fact, this is a very commonsensical idea, if you are happy in your work, you will work well.

But again, if you want to look at the statement critically; if you want to try to understand the context in which it is true, there are some challenges in understanding the statement. One, if you look at the statement; you need to understand, it does not say people who are happy with their work, work better than others or they perform better than others; no, it is not what the statement says.

So, the statement says motivated people work effectively; so here you have to understand the difference between effectiveness and efficiency. Just pause on for a minute, think about these terms, Effectiveness, efficiency; think about these two terms and what is the difference?

So, motivated people may work effectively, but not necessarily efficiently. So, what is the difference effectiveness and efficiency? Maybe, in your engineering classes also; you would have studied these terms; is not it? Effectiveness and efficiency; I will explain; what is the difference. Effectiveness means doing things in a better way or achieving the goals which are worth achieving.

Efficiency is more output for less input or in other words, you are able to give an optimal output for a particular input. I will give you an example, let us say I spend 2 hours in playing a video game and I am able to score more than others, in terms of getting points in that video game. So, I might be very efficient in playing the video game or the computer game, but if you ask the question, does playing video game add value to me; is it the goal which is worth achieving?

So, I have not used my time effectively; so this is the difference. So, effectiveness is achieving a goal which is worth achieving or achieving the right kind of goals. Efficiency is achieving a certain goal with minimum effort or with optimal effort; the goal may not be important. So, here what it says is motivated people work effectively which means if somebody is motivated, they will do things for the organization which is good for the organization.

So, they will try to help or they will try to perform in a way that adds value to the organization. So, what is the problem in taking performance as a criterion? Just how much they have performed in their work. The problem with performance is; performance depends on various other factors than motivation.

So, a motivated employee will be willing to work for more time or put more effort. But if the environment in which he or she worked is not conducive or if he or she is not getting the right kind of tools or resources, then their performance will not be will not be good or; or they may not be able to perform to their fullest. So, performance is a criterion; it is a very questionable criterion, but in what ways does motivated people contribute?

So, motivated people contribute in other performances; so they are called extra role performance. So, extra role performance means doing things which are not prescribed in their work or going above what is expected from them in their job. For example, helping their coworker; even though it is not required, even though if it is not expected from; following the rules, even when nobody is observing; things like that.

The third point, disparity between organizational and individual goals. We saw in our first lecture, where we looked at when we define goals of the organization, there can be multiple goals. So, the inherent problem with managing an organization or managing people in the organization is aligning these goals together. So, there are multiple groups within the organization, multiple stakeholders; each one of them have their own goals.

So, the challenge of a manager is to make people align their goals with organizational goals. So, they have to see the connection between their goals and the larger organizational goals. For example, if my company makes lot of profit, but it does not provide me job security; I will not be motivated towards helping the organization make large profits.

So, only when organizations understand what individual employees want; they can help them or they can convince their employees that the individual goals are possible only when organizations achieve their goals; or in other in other way around, only when organization achieve the larger goals, individual goals can be achieved.

So, the fourth point; impact of policies and procedures on people are not always predictable. So, organization behaviour assumes that each individual is different in his or her own sake. So, a policy will create different kinds of reactions among different kinds of people.

For example, my organization brings in a policy of working from home. So, it says you do not need to travel every day for work; you can stay at home and work. Not everyone

will be happy with this kind of a policy, even though it is a good policy for most people; some people may not prefer to work from home. So, you need to understand what individual employees want or what is their expectation or motivation and then you need to frame policies and procedures.

So, this is a very important challenge managers face. So, organizational behaviour also tries to acknowledge these issues and try to resolve them or help managers resolve them in a better way.

So, some of the fundamental ideas; some of the basic concepts which OB uses to explain behaviour. One, each individual is different; so like I said, mentioned earlier each one of us is different in our own way.

But again, if each one of us is different; how can you make a judgments or how can you generalize, how can you generalize behaviours or how can you predict behaviour; if each one of us are different? This is again an interesting question to ask. So, it also means what is the point of coming up with the experiments, theories because we cannot generalize them to other contexts. If you remember, I was telling you that we need to critically look at theories and research.

So, this is one critique on understanding human behaviour through scientific endeavour. So, humans are not physical things; humans are psychological or social beings. Humans are also physical beings, but psychology and sociology of humans overpower many physiological things.

So, when each individual is different; how can you generalize things? So, one answer to this is acknowledging the fact that each individual is different itself is a knowledge; which helps us understand behaviour through a certain context. For example, in a larger context of culture; so if, if you are meeting someone for the first time, should we shake hands or should we hug them or should we say 'namaste'?

So, there is no one answer to it; so the answer is, it depends on the context, it depends on the larger cultural context, the age of or the gender, age or level; all these factors. So, organizational behaviour as a discipline helps us understand not just individuals, but also the surrounding context and through that understand individual behaviour.

The second point, employees have multiple roles. So, what does it mean? You can have a particular designation in an organization, but like I said earlier; your designation prescribes, certain things which are expected from you, but it does not mean that it is the single path or the single description you have in your hand.

So, there are multiple role expectations; so I will explain; what is a difference between role and a designation. Role is social expectation on an individual; designation is a written position or a position which is given to you. For example, my designation is Associate Professor currently, but my role is a Teacher. I have multiple roles in this designation.

One role is teacher, another role is PhD guide, maybe another role is a researcher, another role is if I have some administrative positions in my institute; so those are different roles which I play. So, when people play multiple roles; they also encounter role conflicts.

So, role conflicts can be of two types; inter-role conflict and intra-role conflict. So, inter role conflict means between roles; for example, I am PhD guide and also I am a teacher. So, work demands from two different roles or work demands from multiple roles can create burden on me; role burden. Role conflict can also be; inter-role conflict can also be two different roles expecting contradictory things from me. For example, if I am a counselor; as a psychology teacher, I can also counsel students.

I am a counselor, at the same time; I am also teaching the same student. So, I am playing two different roles to this particular student as a psychological counselor, as a teacher.

So, maybe let us say the students undergoing certain trouble in his or her personal life. So, should I be lenient as a teacher or should I be empathetic as a counselor? So, these are some of the inter-role conflicts people face.

There can also be intra-role conflict which means within the same role; there might be multiple expectations. For example, as a teacher; some students may perceive me as just an instructor, some students may expect me to be a 'guru' kind of a person; who intervenes or take personal care in what they are; what they are learning. So, the same role can have multiple expectations. So, this understanding of people having multiple roles, how does it help?

One, you will understand there is conflict, two; when you are designing or when you are trying to make policies in terms of creating jobs or grow; job descriptions, you should; you should be careful about these inter-role or intra-role conflicts or burdens in the job roles. So, the third point is motivation is a force behind employee performance or effectiveness of employees.

So, which means when employees are motivated; they perform effectively. In fact, work effectiveness is more important than work efficiency because effective employees help organization sustain their profits for very long time.

So, they question, they put an extra effort, they are very loyal and things like that. The last point here is human dignity which means organizational behaviour as a discipline or a systematic way of understanding human behaviour in workplace is not just about manipulating people to perform better in their work.

So, it is not about just making people work more or making people be more productive; it is about it, but not through controlling things or it is not like you are manipulating or changing certain things, so that people act accordingly.

So, the fundamental idea here is; you should respect human dignity. Humans are like any other living beings, demand respect, demand dignity or deserve dignity. So, you cannot treat them as experimental subjects or just some number. So, organizational behaviour keeps this in mind so that it as a discipline, it is more ethical and more humane.

Levels of organizational Behaviour
- Organizational process: change management, organizational culture and climate.
- Group process: team dynamics, conflict, leadership, power and politics.
- Individual processes: perception, personality, attitudes, motivation.

So, with this; we will stop today's this particular lecture session. So, like I said earlier organizational behaviour is of multiple levels, human behaviour involves or is influenced by different factors or understanding human behaviour can be at different contexts or different levels. So, what are these levels?

One at a very basic individual level trying to understand people about their personality, attitude, motivation things like that and the second level is understanding these concepts in a group level. So, why people behave in a certain way in certain teams or when there is a conflict between two people, what stands people might take or what kind of people take leadership positions? Is there are anything related to personality which affects leadership qualities or whether attitudes decide leadership qualities?

So, these are some of the questions; where individual processes will influence the group processes. The other larger level; these smaller units of individual processes and group process can also influence larger organizational processes.

Like, individuals influencing; how an organization behaves or how an organization undergoes change management initiative or how culture of an organization is built by individual attitudes and motivation. So, these are different levels through which behaviour influences different processes. But, again the question is it top down or bottom up?

So, I think I will leave it there, this is going to be your point to ponder, for the next lecture. So, I want you to think whether larger processes like organizational process

influence individual behaviour or individuals change the larger organizational processes. So, the question here is; can individuals change larger social groups or larger social groups have more power over individual behaviour? Just think about it; we will talk about this question in our next lecture.

See you then, bye.