

MST 514—Organisation Behaviour

Lecture 2

August, 2015

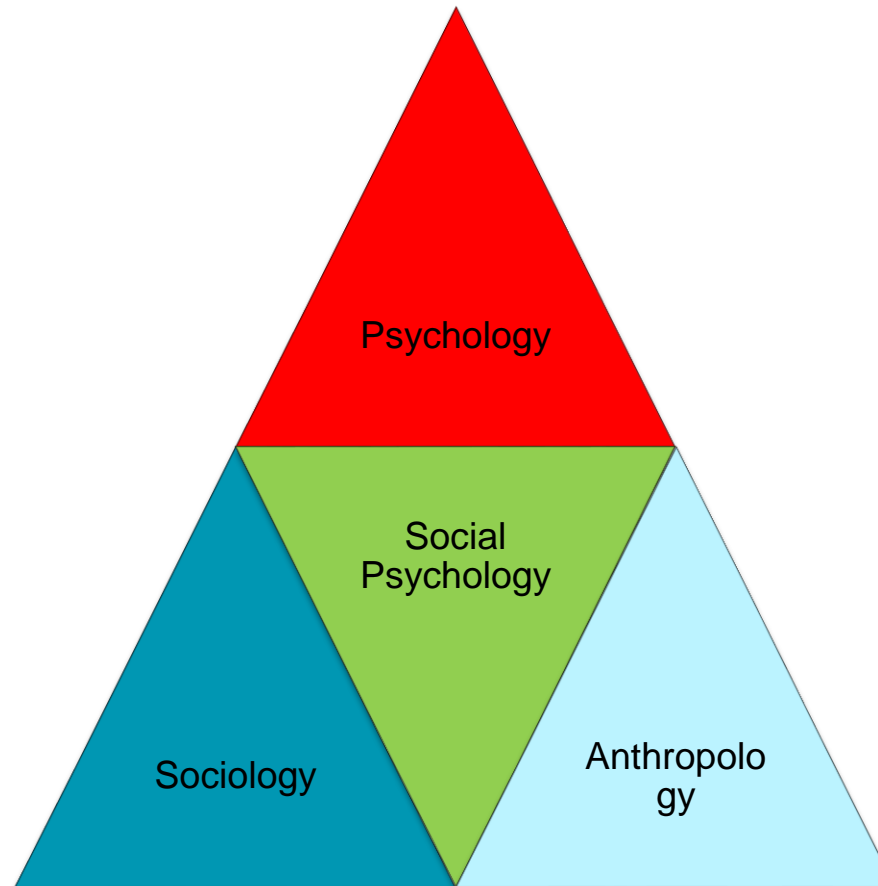


Topics to be covered today

1. Contributing disciplines to organisation behaviour
2. OB models

Contributing disciplines to organisation behaviour

- Many behavioral sciences have contributed to the development of Organizational Behavior



Psychology

The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

➤ **Unit of Analysis:**

- Individual

➤ **Contributions to OB:**

- Learning, motivation, personality, emotions, perception
- Training, leadership effectiveness, job satisfaction
- Individual decision making, performance appraisal, attitude measurement
- Employee selection, work design, and work stress

Social Psychology

An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.

➤ **Unit of Analysis:**

- Group

➤ **Contributions to OB:**

- Behavioral change
- Attitude change
- Communication
- Group processes
- Group decision making

Sociology

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

➤ **Unit of Analysis:**

- Group
- Organizational system

➤ **Contributions to OB:**

- Group dynamics
- Work teams
- Communication
- Power
- Conflict
- Intergroup behavior
- Formal organization theory
- Organizational technology
- Organizational change
- Organizational culture

Anthropology

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

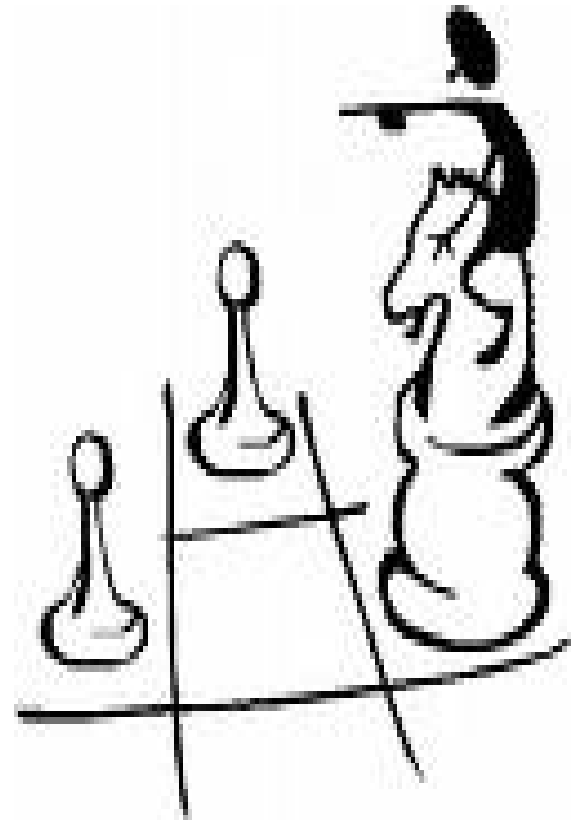
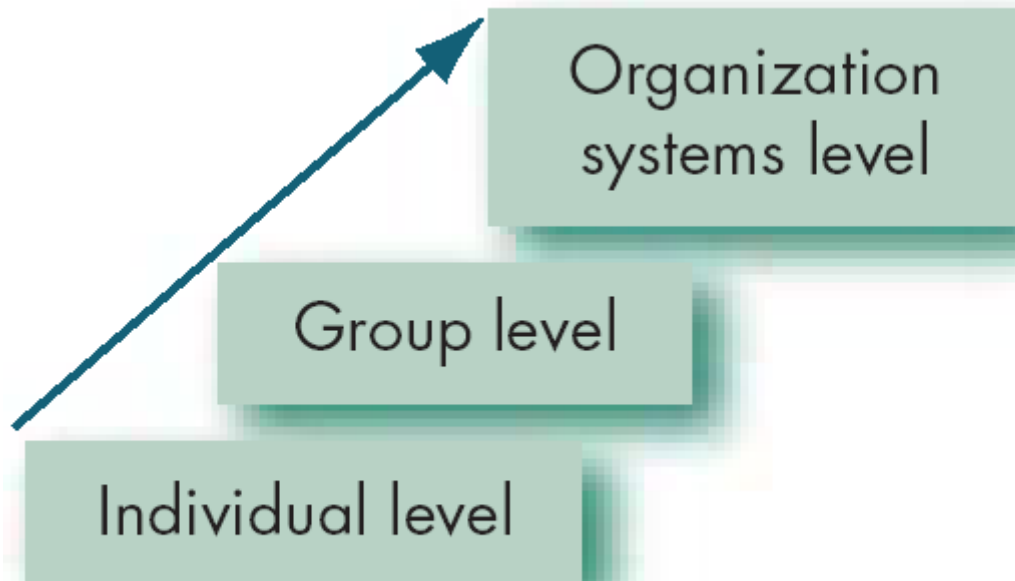
➤ **Unit of Analysis:**

- Group
- Organizational system

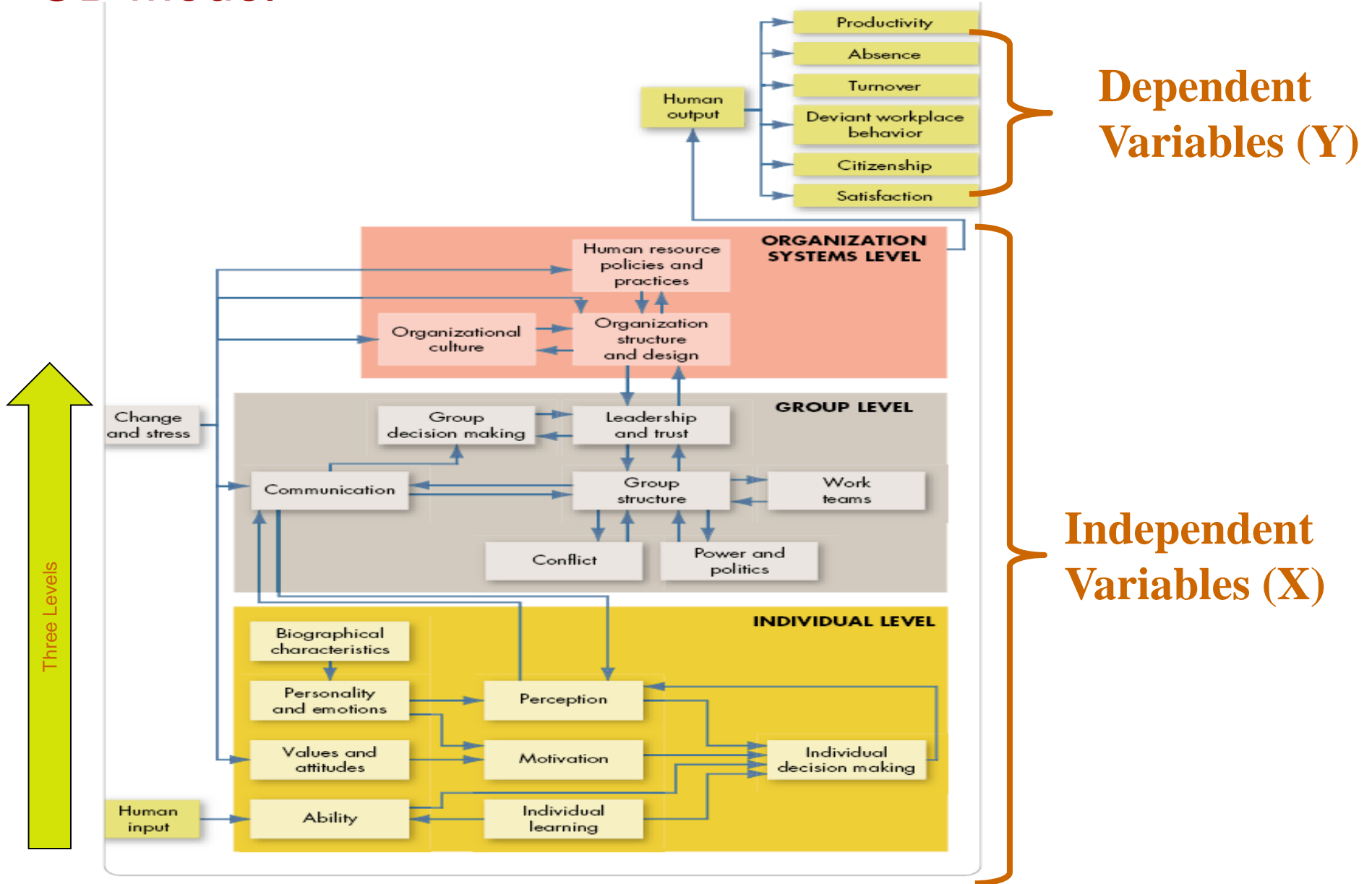
➤ **Contributions to OB:**

- Comparative values
- Comparative attitudes
- Cross-cultural analysis
- Organizational culture
- Organizational environment

Levels of OB Analysis



OB Model



Types of Study Variables

Independent (X)

- The presumed cause of the change in the dependent variable (Y).
- This is the variable that OB researchers manipulate to observe the changes in Y.

Dependent (Y)

- This is the response to X (the independent variable).
- It is what the OB researchers want to predict or explain.
- The *interesting* variable!



The Independent Variables (X)

The independent variable (X) can be at any of these three levels in this model:

- **Individual**

- Biographical characteristics, personality and emotions, values and attitudes, ability, perception, motivation, individual learning, and individual decision making

- **Group**

- Communication, group decision making, leadership and trust, group structure, conflict, power and politics, and work teams

- **Organization System**

- Organizational culture, human resource policies and practices, and organizational structure and design

Interesting OB Dependent Variables (Y)

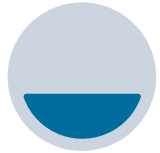
- **Productivity**
 - Transforming inputs to outputs at lowest cost. Includes the concepts of **effectiveness** (achievement of goals) and **efficiency** (meeting goals at a low cost).
- **Absenteeism**
 - Failure to report to work – a huge cost to employers.
- **Turnover**
 - Voluntary and involuntary permanent withdrawal from an organization.
- **Deviant Workplace Behavior**
 - Voluntary behavior that violates significant organizational norms and thereby threatens the well-being of the organization and/or any of its members.

More Interesting OB Dependent Variables

- **Organizational Citizenship Behavior (OCB)**
 - Discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.
- **Job Satisfaction**
 - A general attitude (not a behavior) toward one's job; a positive feeling of one's job resulting from an evaluation of its characteristics.



A basic ob model



INPUTS

INDIVIDUAL LEVEL

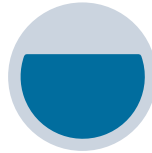
- Diversity
- Personality
- Values

GROUP LEVEL

- Group structure
- Group roles
- Team responsibilities

ORGANIZATIONAL LEVEL

- Structure
- Culture



PROCESSES

INDIVIDUAL LEVEL

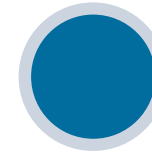
- Emotions and moods
- Motivation and perception
- Decision making

GROUP LEVEL

- Communication and leadership
- Power and politics
- Conflict and negotiation

ORGANIZATIONAL LEVEL

- Human resource management
- Change practices



OUTCOMES

INDIVIDUAL LEVEL

- Attitude and stress
- Task performance
- Citizenship behavior
- Withdrawal behavior

GROUP LEVEL

- Group cohesion
- Group functioning

ORGANIZATIONAL LEVEL

- Productivity
- Survival

Thank you

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