Introduction to Organisational Behaviour
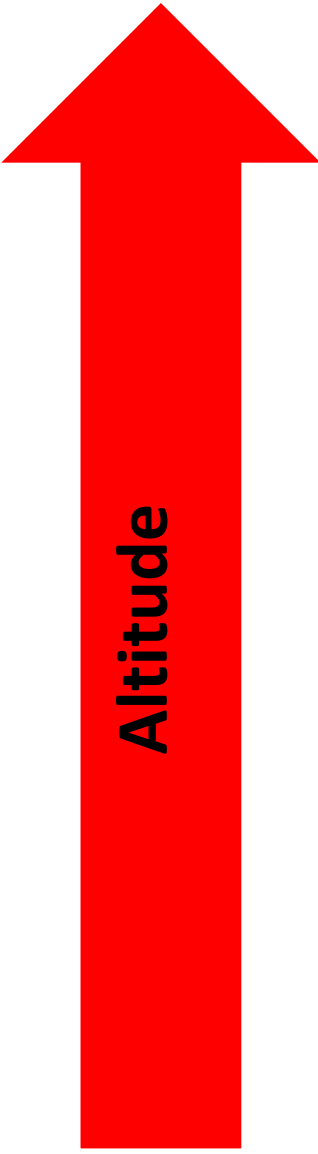

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Attitude Changes Everything! ™

Altitude

Attitude   Determines

Proverbs on Attitude

"It is our attitude at the beginning of a difficult task which, more than anything else, will affect it's successful outcome."
~ *William James*

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it."
~ *Lou Holtz*

Introduction to Organizational Behavior

Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques.

Course work in human behavior and people skills received relatively less attention.

In today's competitive and demanding workplace, managers can't succeed on their technical skills alone. They also have to have good people skills.

Developing managers' interpersonal skills also helps organizations attract and keep high-performing employees.

Regardless of labor market conditions, outstanding employees are always in short supply

A recent survey of hundreds of workplaces, and more than 200,000 respondents, showed the social relationships among co-workers and supervisors were strongly related to overall job satisfaction.

Positive social relationships also were associated with lower stress at work and lower intentions to quit. So having managers with good interpersonal skills is likely to make the workplace more pleasant, which in turn makes it easier to hire and keep qualified people.

Creating a pleasant workplace also appears to make good economic sense.

Management Functions

In the early part of the twentieth century, French industrialist Henri Fayal wrote that all managers perform five management functions: planning, organizing, commanding, coordinating, and controlling.

Today, we have condensed these to four: planning, organizing, leading, and controlling.

Management Roles

In the late 1960s, Henry Mintzberg, then a graduate student at MIT, undertook a careful study of five executives to determine what they did on their jobs.

On the basis of his observations, Mintzberg concluded that managers perform ten different, highly interrelated roles—or sets of behaviors

Managerial Roles

Interpersonal Roles

Informational Roles

Decisional Roles

Minztberg's Managerial Roles

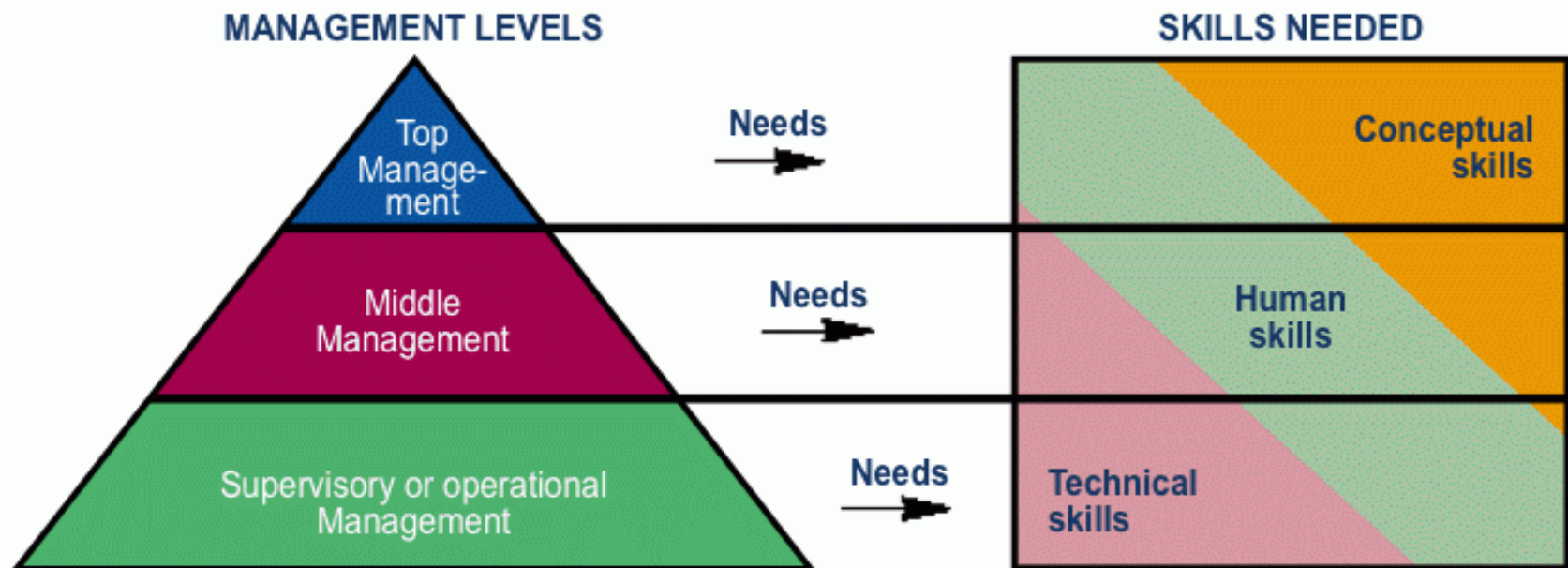| Role	Description
Interpersonal	
1. **Figurehead**	Symbolic head; required to perform a number of routine duties of a legal or social nature
2. **Leader**	Responsible for the motivation and direction of employees
3. **Liaison**	Maintains a network of outside contacts who provide favors and information
Informational	
4. **Monitor**	Receives a wide variety of information; serves as nerve center of internal and external information of the organization
5. **Disseminator**	Transmits information received from outsiders or from other employees to members of the organization
6. **Spokesperson**	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

Decisional

7. **Entrepreneur** - Searches organization and its environment for opportunities and initiates projects to bring about change

8. **Disturbance handler** - Responsible for corrective action when organization faces important, unexpected disturbances

9. **Resource allocator** - Makes or approves significant organizational decisions

10. **Negotiator** - Responsible for representing the organization at major negotiations
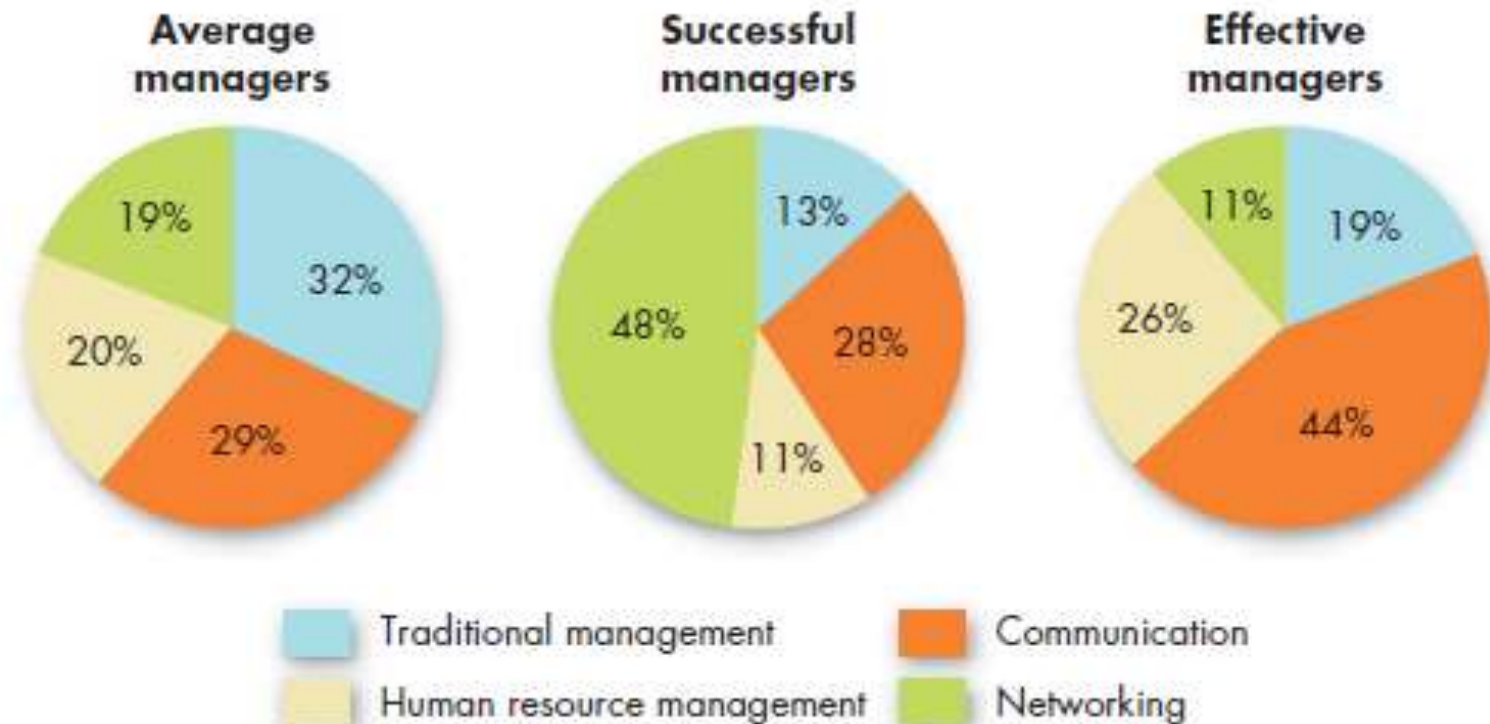
Management Skills

Management skills continuum

MANAGEMENT LEVELS

Top Manage-ment

Middle Management

Supervisory or operational Management

SKILLS NEEDED

Needs

Needs

Needs

Conceptual skills

Human skills

Technical skills

As a manager moves from supervisory to top-management, conceptual skills become more important than technical, but human remain important

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Allocation of Managers' Time

Exhibit 1-2 Allocation of Activities by Time

Average managers

Successful managers

Effective managers

Traditional management
Communication
Human resource management
Networking

Source: Based on F. Luthans, R. M. Hodgetts, and S. A. Rosenkrantz, *Real Managers* (Cambridge, MA: Ballinger, 1988).

OB studies <u>what people do</u> in an organization and how that behavior <u>affects the performance</u> of the organization.

Definition of OB

Organizational behavior 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

It studies three determinants of behavior in organizations: individuals, groups, and structure.

Contributing Disciplines

Psychology seeks to measure, explain, and change behavior

Sociology studies people in relation to their fellow human beings

Social psychology focuses on the influence of people on one another

Anthropology is the study of societies to learn about human beings and their activities

Political science is the study of the behavior of individuals and groups within a political environment

Major behavioral science disciplines that contribute to OB.

Behavioral science	Contribution	Unit of Analysis	Output
Psychology	Learning Motivation Personality Emotions Perception Training Leadership effectiveness Job satisfaction Individual decision making Performance appraisal Attitude measurement Employee selection Work design Work stress	Individual	OB

Behavioral science	Contribution	Unit of Analysis	Output
Social Psychology	Behavioral change Attitude change Communication Group processes Group decision making	Group	OB

Behavioral science	Contribution	Unit of Analysis	Output
Sociology	Communication Power Conflict Intergroup behavior	Group	OB
	Formal organization theory Organizational technology Organizational change Organizational culture	Organization System	

Behavioral science	Contribution	Unit of Analysis	Output
Anthropology	Comparative values Comparative attitudes Cross-cultural analysis	GROUP	OB
	Organizational culture Organizational environment Power	Organization system	

System perspective of an Organization

What is a System?

A system is a collection of parts (or subsystems) integrated to accomplish an overall goal

Systems have input, processes, outputs and outcomes, with ongoing feedback among these various parts. If one part of the system is removed, the nature of the system is changed.

http://managementhelp.org/organizations/systems.htm

System perspective of an Organization

Systems range from very simple to very complex.

There are numerous types of systems. For example, there are

- **Biological Systems (the heart, etc.),**
- **Mechanical Systems (thermostat, etc.),**
- **Human/Mechanical systems (riding a bicycle, etc.),**
- **Ecological Systems (predator/prey, etc.), and**
- **Social Systems (groups, supply and demand, friendship, etc.).**

http://managementhelp.org/organizations/systems.htm

System perspective of an Organization

Complex systems, such as social systems, are comprised of numerous subsystems, as well. These subsystems are arranged in hierarchies, and integrated to accomplish the overall goal of the overall system.

Each subsystem has its own boundaries of sorts, and includes various inputs, processes, outputs and outcomes geared to accomplish an overall goal for the subsystem.

System perspective of an Organization

A pile of sand is not a system. If one removes a sand particle, you've still got a pile of sand. However, a functioning car is a system. Remove the tyre or a battery and you've no longer got a working car.

Challenges and Opportunities for OB

- Responding to Globalization
- Managing Workforce Diversity
- Improving Customer Service
- Improving People Skills
- Stimulating Innovation and Change
- Coping with "Temporariness"
- Working in Networked Organizations
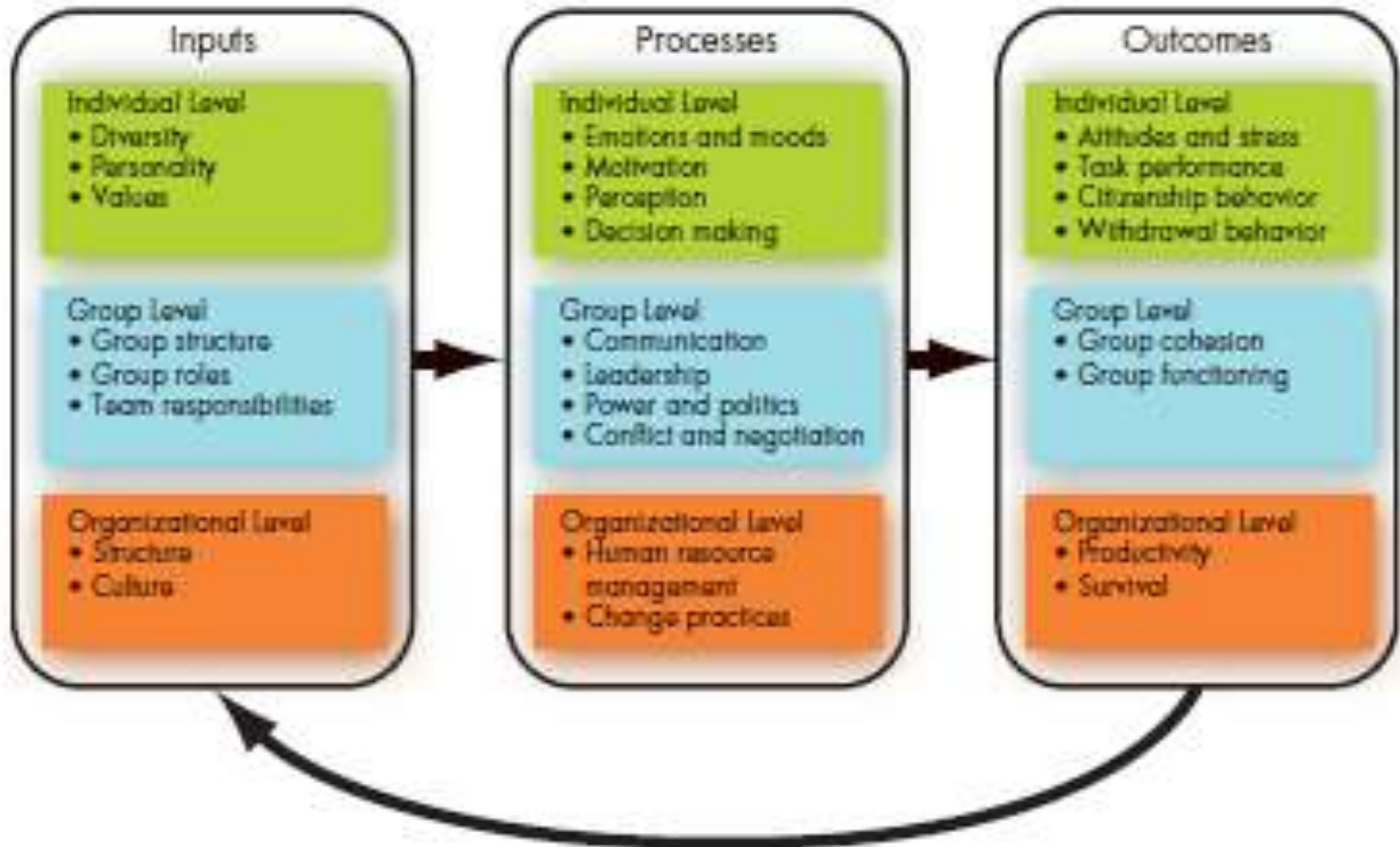- Helping Employees Balance Work–Life Conflicts
- Creating a Positive Work Environment
- Improving Ethical Behavior

OB Model

Exhibit 1-4 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
- Perception
- Decision making

Group Level
- Communication
- Leadership
- Power and politics
- Conflict and negotiation

Organizational Level
- Human resource management
- Change practices

Outcomes

Individual Level
- Attitudes and stress
- Task performance
- Citizenship behavior
- Withdrawal behavior

Group Level
- Group cohesion
- Group functioning

Organizational Level
- Productivity
- Survival

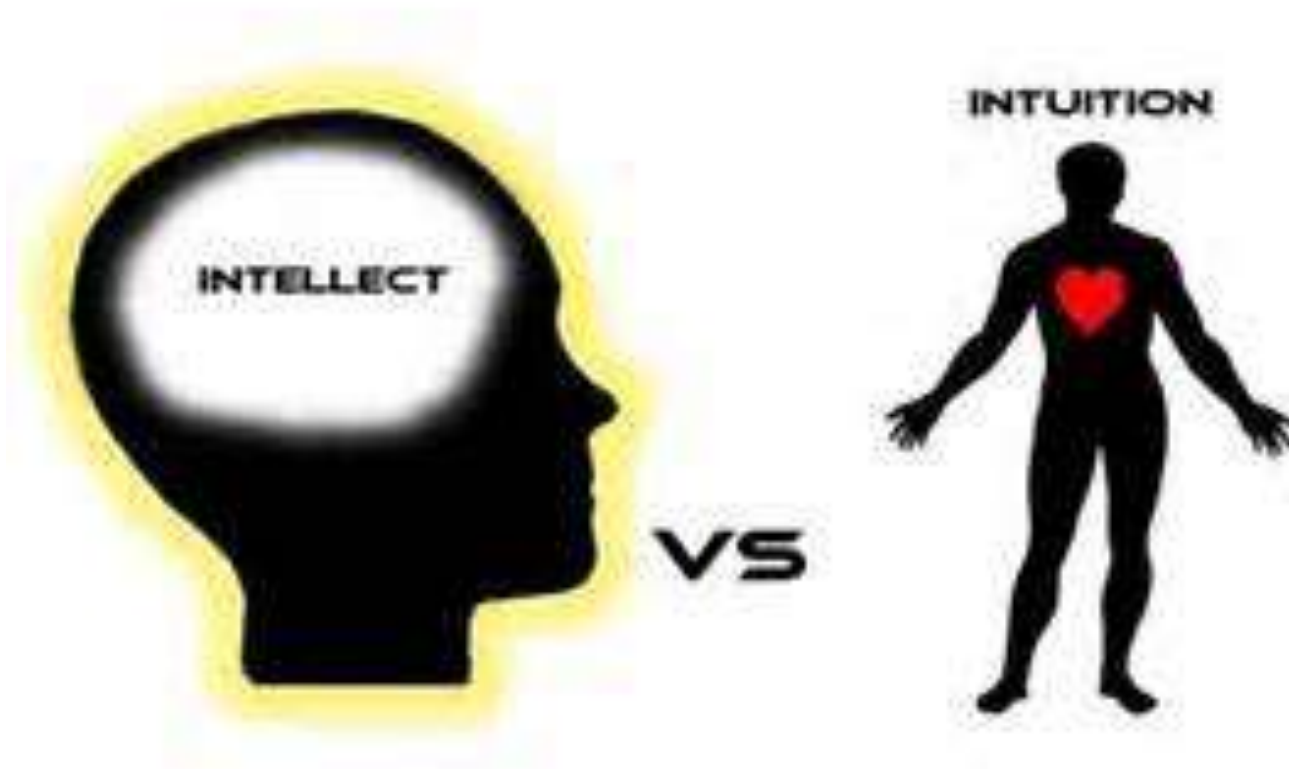# Goals of Organizational Behavior

Explain

Predict

Control **Human Behavior**

The field of OB seeks to replace intuitive explanations with systematic study

Dependent Variable

- **Things which will be affected by OB**
  - **Productivity**
    - **What factors influence the effectiveness and efficiency of individuals**
  - **Absenteeism**
    - **Absenteeism is not all bad**
    - **Having too high employee absent rate will affect productivity**
  - **Turnover**
    - **Not all turnover is bad**
    - **High turnover rate…in some degree affect productivity, particularly 4 the hospitality industry**

Organizational citizenship behavior (OCB)

- **No one will want to pick up the slack**
- **No one would want to walk extra miles to achieve the goals.**

Job satisfaction

- **Unhappy employees…what else can you say?**

Organizational Citizenship

- **Discretionary behavior**
- **Not part of an employee's formal job requirements**
- **Promotes the effective functioning of the organization**

Examples of Organizational Citizenship

Helping others on one's work team

**Volunteering for extra job activities**

Avoiding unnecessary conflicts

Making constructive statements about one's work group and the overall organization

Independent Variables

- **Individual variables**
  - **Age, gender, personality, emotion, values, attitude, ability**
  - **Perception, individual decision making, learning, and motivation**
- **Group variables**
  - **Norm, communication, leadership, power, politics**
- **Organization system variables**
  - **Organizational culture, HR practices**

Self-Esteem
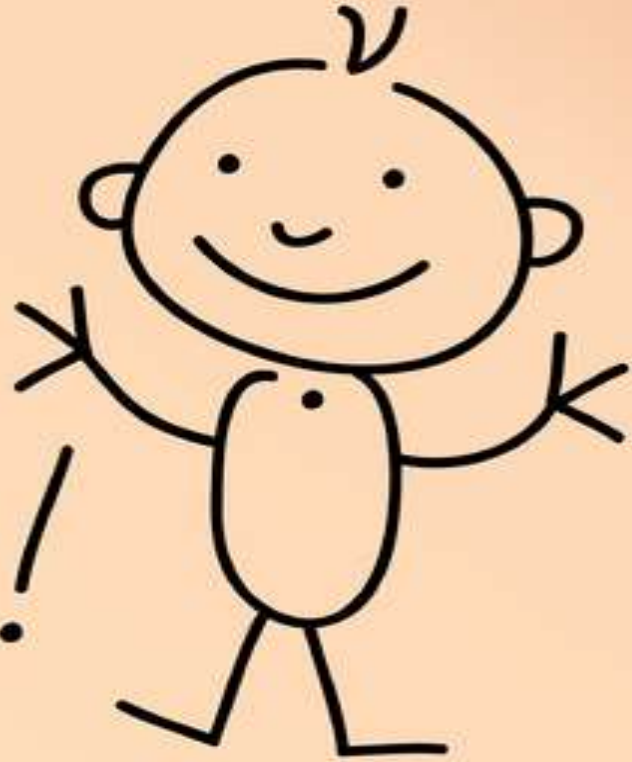
Self-esteem

In psychology, the term self-esteem is used to describe a person's overall sense of self-worth or personal value.

Self-esteem is often seen as a **personality trait**, which means that it tends to be stable and enduring.

Self-esteem can involve a variety of beliefs about the self, such as the appraisal of one's own appearance, beliefs, emotions, and behaviors.

https://www.verywell.com/what-is-self-esteem-2795868

Self-esteem

Self-esteem is an important part of success.

Too little self-esteem can leave people feeling defeated or depressed.

It can also lead people to make bad choices, fall into destructive relationships, or fail to live up to their full potential.

But what about too much self-esteem? Narcissism can certainly be off-putting and can even damage personal relationships.

https://www.verywell.com/what-is-self-esteem-2795868

Components of Self-Esteem

Self-esteem is an essential human need that is vital for survival and normal, healthy development.

Self-esteem arises automatically from within, based on a person's beliefs and consciousness.

Self-esteem occurs in conjunction with a person's thoughts, behaviors, feelings, and actions.

Self-Esteem Theories

Self-esteem is one of the basic human motivations ([Abraham Maslow's](#) [hierarchy of needs](#)).

People need both esteem from other people as well as inner self-respect.

Both of these needs must be fulfilled in order for an individual to grow as a person and achieve [self-actualization](#).

Self - Efficacy

YES, I DID IT!

I WILL DO IT

I CAN DO IT

I'LL TRY TO DO IT

HOW DO I DO IT?

I WANT TO DO IT

I CAN'T DO IT

I WON'T DO IT

Without Self-Efficacy

Self-Efficacy

According to [Albert Bandura](), self-efficacy is "the belief in one's capabilities to organize and execute the courses of action required to manage prospective situations."

In other words, self-efficacy is a person's belief in his or her ability to succeed in a particular situation.

Bandura described these beliefs as determinants of how people think, behave, and feel.

Self-Efficacy

Self-efficacy is certainly worth having because as Henry Ford famously put it, whether you believe you can or you can't, you are right.

Mahatma Gandhiji perfectly understood the pivotal role that self-belief plays in our lives:

Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.

http://positivepsychology.org.uk/self-efficacy-definition-bandura-meaning/

Where does self-efficacy come from and how can you get more of it?

The originator of the theory, Albert Bandura names four sources of efficacy beliefs:

1. Mastery Experiences

The first and foremost source of self-efficacy is through mastery experiences. However nothing is more powerful than having a direct experience of mastery to increase self-efficacy. Having a success, for example in mastering a task or controlling an environment, will build self- belief in that area whereas a failure will undermine that efficacy belief. To have a resilient sense of self-efficacy requires experience in overcoming obstacles through effort and perseverance.

2. Vicarious Experiences – Social Modelling

The second source of self-efficacy comes from our observation of people around us, especially people we consider as role models. Seeing people similar to ourselves succeed by their sustained effort raises our beliefs that we too possess the capabilities to master the activities needed for success in that area.
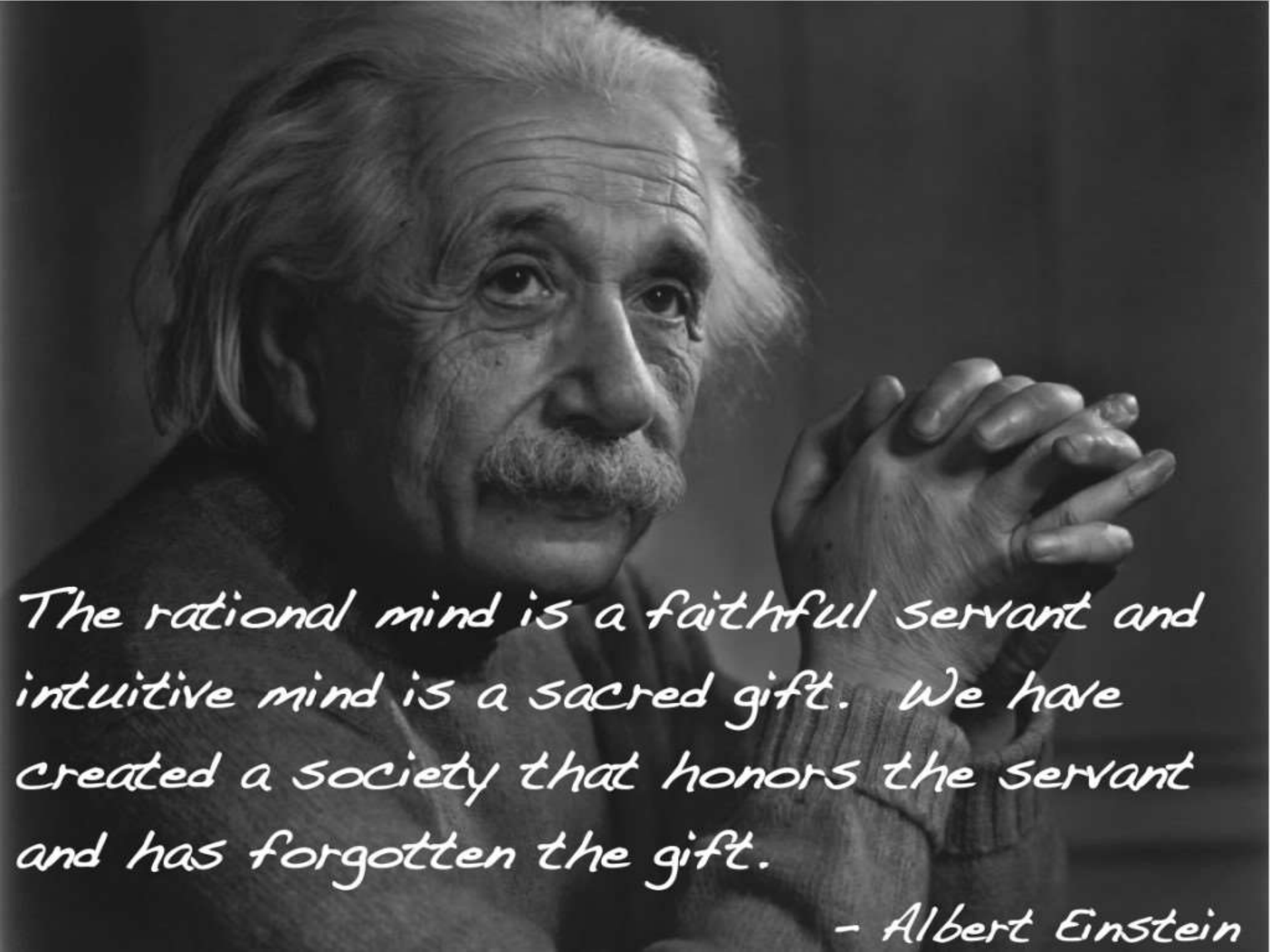
3. Social Persuasion

Influential people in our lives such as parents, teachers, managers or coaches can strengthen our beliefs that we have what it takes to succeed. Being persuaded that we possess the capabilities to master certain activities means that we are more likely to put in the effort and sustain it when problems arise.

4. Psychological Responses

The state you're in will influence how you judge your self-efficacy. Depression, for example, can dampen confidence in our capabilities. Stress reactions or tension are interpreted as signs of vulnerability to poor performance whereas positive emotions can boost our confidence in our skills.

5. Imaginal Experiences

Psychologist James Maddux has suggested a fifth route to self-efficacy through "imaginal experiences", the art of visualising yourself behaving effectively or successfully in a given situation.

The rational mind is a faithful servant and intuitive mind is a sacred gift. We have created a society that honors the servant and has forgotten the gift.

- Albert Einstein