



## Nature and Scope of Organizational behavior: A Review

Neesha (M.Com., B.Ed., NET-JRF)

neeshasindhu@gmail.com

### Abstract

The success of every organisation depends upon the efficiency and effectiveness of the management and the effectiveness of the management depends primarily on its human skills and how well it understands the needs and desires of the people .Organisational behaviour actually refers to the behaviour of the people in the organizations because organizations themselves do not behave .It is an accepted fact that an organisation can develop only when its people are developed. Organisational behaviour is a field of study that investigates the impact that individuals, group and structure have on behaviour within organizations. It covers three determinants of behaviour within organizations – individuals, group and structure. It is an applied field because it applies the knowledge gained about individuals, and the effect of structure on behaviour, in order to make organizations work more effectively

**Key words:** Organisation, Management, Behaviour etc.

### Introduction

Organisational behaviour is an academic discipline concerned with describing, understanding, predicting and controlling human behaviour in an organisational environment. The importance & scope of Organisational Behaviour & their study is growing rapidly due to changing cultural, ethical and business environment of Organization. Manager should concentrate on employee's nature, reaction and response to different situations of organization which are becoming an important part in today's scenario. The present day changing conditions like fast paced organisational change, fast changing technology, shorter life cycles for products work force diversity, declining loyalty, skill deficiencies increased demand for flexibility, continuous improving quality of people in organizations. Organizations have been described as groups of people who interact to accomplish shared objectives. The study of organisational behaviour and its connected subjects help us to understand what people think, feel and do in organisational settings. Organizational behaviour is the study of how people behave both individually and within informal and formal groups. Every organization's performance is ultimately dependent on the



motivational levels of its human resources and the willingness and ability of people to work harmoniously and effectively towards the accomplishment of shared goals. In this discipline, we will explore and examine the interrelationships of individual personality and work, the characteristics of organizations and their environments and the challenges presented by the ever-changing combination of these factors. Organizational Behaviour helps to understand different activities and actions of people in organization. It also helps to motivate them. People, Environment, Technology and structure are the main four elements of organizational behaviour. Simply the scope of this mix is the scope of Organisational Behaviour.

### **DEFINITION OF ORGANIZATIONAL BEHAVIOUR (O.B.)**

” Organizational Behaviour is the study of human behaviour in the workplace, the interaction between people and the organization, and the organization itself.” Keith Davis and John Newstrom (1985) has defined O.B. as

"The study and application of knowledge how people act or behave within organization. It is a human tool for human benefit. It applies broadly to the behaviour of people in all types of organizations such as business, government, schools and service organizations."

### **NATURE OF ORGANIZATIONAL BEHAVIOUR**

Organizational behaviour has emerged as a separate field of study. The nature it has acquired is identified as follows:

1. A Separate Field of Study and not a Discipline Only By definition, a discipline is an accepted science that is based on a theoretical foundation. But, O.B. has a multi-interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.
2. An Interdisciplinary Approach Organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analyzing organizational behaviour.
3. An Applied Science The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while the former concentrates on fundamental researches, the latter concentrates on applied researches. O.B. involves both



applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. A Normative Science Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accepted organizational goals. Thus, O.B. deals with what is accepted by individuals and society engaged in an organization.

5. A Humanistic and Optimistic Approach Organizational Behaviour applies humanistic approach towards people working in the organization. It deals with the thinking and feeling of human beings. O.B. is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualize these potentials if they are given proper conditions and environment. Environment affects performance or workers working in an organization.

6. A Total System Approach The system approach is one that integrates all the variables, affecting organizational functioning. The systems approach has been developed by the behavioral scientists to analyze human behaviour in view of his/her socio-psychological framework. Man's socio-psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

### **SCOPE OF ORGANIZATIONAL BEHAVIOUR**

The three internal organizational elements viz., people, technology and structure and the fourth element, i.e., external social systems may be taken as the scope of O.B

1. People The people constitute the internal social system of the organization. They consist of individuals and groups. Groups may be large or small, formal or informal, official or unofficial. They are dynamic. They form, change and disband. Human organization changes everyday. Today, it is not the same as it was yesterday. It may change further in the coming days. People are living, thinking and feeling being who created the organization and try to achieve the objectives and goals. Thus, organizations exist to serve the people and not the people exist to serve the organization. Organizations are the associations of individuals. Individuals differ in many respects. The study of individuals, therefore, includes aspects such as personality, perception, attitudes, values, job satisfaction, learning and motivation

2. Structure defines the sole relationship of people in an organization. Different people in an organization are given different roles and they have certain relationship with others. It leads to



division of labour so that people can perform their duties or work to accomplish the organizational goal. Thus, everybody cannot be an accountant or a clerk. Work is complex and different duties are to be performed by different people. Some may be accountant; others may be managers, clerks, peons or workers. All are so related to each other to accomplish the goal in a co-ordinate manner. Thus, structure relates to power and duties. One has the authority and others have a duty to obey him.

3. Technology imparts the physical and economic conditions within which people work. With their bare hands people can do nothing so they are given assistance of buildings, machines, tools, processes and resources. The nature of technology depends very much on the nature of the organization and influences the work or working conditions. Thus, technology brings effectiveness and at the same restricts people in various ways.

4. Social System Social system provides external environment which the organization operates. A single organization cannot exist also. It is a part of the whole. One organization cannot give everything and therefore, there are many other organizations. All these organizations influence each other. It influences the attitudes of people, their working conditions and above all provides competition for resources and power. O.B. is the study of human behaviour at work in organizations. Accordingly, the scope of O.B. includes the study of individuals, groups and organization/structure. Let us briefly reflect on what aspects each of these three cover.

### **LIMITATIONS OF ORGANISATIONAL BEHAVIOUR**

1. OB helps an individual to understand human behaviour only at workplace or he she may be a failure at domestic front.

2. OB has not contributed to improved interpersonal relations in an organisation. Jealousies, back stabbing, harassments go side by side with rewards, lectures, discussions, smiles etc

3. OB is selfish and exploitive. With emphasis on motivation ,efficiency, productivity there exists a kind of competition among workers and they are not able to live in harmony.

4. OB will not totally abolish conflict but it can only reduce it.

5. OB has all most become a fad with managers. Abolishing of physical disparities has not abolished mental barriers.

6. The law of diminishing returns in organizational behaviour works in a similar way. According to the law of diminishing returns, at some point, increases of a desirable practice produce declining returns, finally resulting in zero returns, and then follows negative returns as more increases are



added. More of a good thing is not necessarily good. The concept means that for any situation there is an optimum level of a desirable practice, such as recognition or participation. when that point is exceeded, there is a decline in returns realized. To put it differently, the fact that a practice is desirable does not necessarily imply that more of the same practice is more desirable.

7. It is only one of the many systems operating within a large social system

8. A significant concern about organisational behaviour is that its knowledge and techniques could be used to manipulate people without regard for human welfare People who lack ethical values could use people in unethical ways

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