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ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by
Global Research Conference Forum, Pune, India
November 23rd and 24th, 2019



“Challenges And Apportunities Of Organisational Beheviour Before Leaders”

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ABSTRACT

The present research paper covers the behavior model for organizational efficiency, challenges and opportunities of organizational behavior.

Organisation have been setup to fulfill needs of the people. In todays competitive world, the organization have to be growth oriented This is possible when productivity is absentee is am and turnover has a negative impact on productivity. Employee who absents frequently cannot contribute towards productivity and growth of the organization. In the same manner ,employee turnover causes increase cost of production. Job satisfaction is a major factor to analyse performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization. Organisations are composed of number of individuals working independently and collectively in teams, and number of such teams makes a department and number of such departments make an organization. It is a formal structure and all departments have to function in a coordinate manner to achieve the organizational objective. It is therefore important for all employees to process a positive attitude towards work. They need to function in congenial atmosphere and accompli she assigned goals. It is also important for managers to develop an appropriate work culture. 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 social and educational.

KEYWORDS : *Organizational behavior, Organisational Culture, Change Management, Leadership, Employee Motivation, Teamwork.*

INTRODUCTION

The study of Organizational Behaviour (OB) is very interesting and challenging too. It 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. No two individuals are likely to behave in the same manner in a particular work situation. It is the predictability of a manager about the expected behaviour of an



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individual. There are no absolutes in human behaviour. It is the human factor that is contributory to the productivity hence the study of human behaviour is important. Great importance therefore must be attached to the study. 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. Managers under whom an individual is working should be able to explain, predict, evaluate and modify human behaviour that will largely depend upon knowledge, skill and experience of the manager in handling large group of people in diverse situations. Preemptive actions need to be taken for human behaviour forecasting. The value system, emotional intelligence, organizational culture, job design and the work environment are important causal agents in determining human behaviour. Cause and effect relationship plays an important role in how an individual is likely to behave in a particular situation and its impact on productivity. An appropriate organizational culture can modify individual behaviour. Recent trends exist in laying greater stress on organizational development and imbibing a favourable organizational culture in each individual. It also involves fostering a team spirit and motivation so that the organizational objectives are achieved. There is a need for commitment on the part of the management that should be continuous and incremental in nature.

CONCEPTUAL BACKGROUND

“Organizational behaviour is a field of study that investigates the impact that individuals, groups and organizational structure have on behaviour within the organization, for the purpose of applying such knowledge towards improving an organizational effectiveness”.

The above definition has three main elements; first organizational behaviour is an investigative study of individuals and groups, second, the impact of organizational structure on human behaviour and the third, the application of knowledge to achieve organizational effectiveness. These factors are interactive in nature and the impact of such behaviour is applied to various systems so that the goals are achieved. The nature of study of organizational behaviour is investigative to establish cause and effect relationship.

Organizational behaviour involves integration of studies undertaken relating to behavioural sciences like psychology, sociology, anthropology, economics, social psychology and political science. Therefore, organizational behaviour is a comprehensive field of study in which individual, group and organizational structure is studied in relation to organizational growth and organizational culture, in an environment where impact of modern technology is great. The aim of the study is to ensure that the human behaviour contributes towards growth of the organization and greater efficiency is achieved.

Organizational behaviour can be defined as – “the study and application of knowledge about human behaviour related to other elements of an organization such as structure, technology and social systems (LM Prasad). Stephen P Robins defines “Organizational behaviour as a systematic study of the actions and attitudes that people exhibit within organizations.” It has been observed that we generally form our opinion based on the symptoms of an issue and do not really go to the root cause of the happening. Science of organizational behaviour is applied in nature. 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. Politics is often used to create conflict with the aim of enlarging self-power base to the detrimental of organizational growth. Politics, in Indian context has made inroads based on religion, caste system in the decision making process which has led to formation of informal groups in the organization that often



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exploit the organization for fulfillment of personal goals at the cost of organizational goals. 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.

OBJECTIVES OF THE RESEARCH STUDY

The present research study is carried out with following objectives in view:-

1. To study the challenges organizational behavior.
2. To study the opportunities of organizational behavior.

RESEARCH METHODOLOGY

The present research study is based on the secondary data. Such secondary data is collected from various reference books on Organizational behavior, Organisational Culture, Change Management, Leadership, Employee Motivation, Teamwork, Commerce, Management, Technology, Finance, and Banking etc.

For the said research study the data pertaining to the above objectives was collected by the review of the literature on the subject concerned. The literature was thus collected by visiting libraries and various concerned websites.

BEHAVIOUR MODEL FOR ORGANIZATIONAL EFFICIENCY

Organizational behaviour is a study and application of managerial skills and knowledge to people in the organization to investigate individual and group behaviour. Various concepts and models in the field of organizational behaviour attempt to identify, not only the human behaviour but also modify their attitude and promote skills so that they can act more effectively. This is done scientifically; therefore, organizational behaviour field is a scientific discipline. The knowledge and models are practically applied to workers, groups and organizational structure that provide tools for improved behaviour and dynamics of relationship. The field of organizational behaviour also provides various systems and models for international relationship that are applied to organizations.

Leaders must look for indicators (effects) of individual behaviour and of groups in any organization. Indicators have a root cause beneath. As a leader, it is that symptom, which must be evaluated, and cause of human behaviour established so that if the behaviour is good, the manager can establish the norms of behaviour. If the behaviour is not conducive to achieve the organisational objective then suitable alternative model can be applied to channelize individual behaviour towards an appropriate organizational value system and thus individual behaviour modified. An organization has three basic elements namely, people, structure, and technology. An organization must have suitable organizational structure, with appropriate number of tier and reporting system properly explained. Principle of unity of command, delegation of authority and responsibility, formulation of objectives and its allotment to various groups is very important so that workers achieve a required level of job satisfaction. They must be trained to handle sophisticated machines and equipment. It is the people, their value system, and faith in the leadership that make an organization. Leader must be able to describe, understand, predict and control individual behaviour in the organization. This is explained in the succeeding paragraphs.



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- (a) **Describe:** Study of organizational behaviour is based on scientific methods, which have been applied on human beings. It is a science, that analyses as to how people behave in different situations in the organization. A manager should be able describe the behaviour of each of the individuals under his command, identify attitude, and be able to pinpoint his behaviour so that the situation in the organization is under control.
- (b) **Understand:** Leaders must understand human behaviour as to why people behave in particular manner and try to identify reasons so that corrective actions can be taken.
- (c) **Predict:** By frequent closer interaction, a leader is in a position to identify the nature of workers. Some are more productive while the others are tardy and disruptive. In such situation, a leader should be able to handle each individual differently so that his or her actions can be channalized to higher productivity.
- (d) **Control:** Managers in the organizations should train their subordinates continuously; aim being development of skills, promotion of productivity and improvement of individual behaviour. It is a continuous process on the part of manager. He must lay down control measures so that the energy of workers is diverted towards organizational objectives. Communication should be used to ensure that the behavior of individual is controlled. Environment has a great impact on human behaviour. Appropriate internal environment would help organizations to built favourable work environment that will help individuals and groups within organizations to work effectively towards higher productivity.

CHALLENGES AND OPPORTUNITIES OF ORGANISATIONAL BEHAVIOUR BEFORE LEADERS

There are a lot of challenges and opportunities today for managers to use Organizational behavior concepts. The critical issues for which Organization behavior offers solutions are:

1. **The creation of a global village :** The world has truly become global village. As multinational companies develop operations world wide, as workers chase job opportunities across national borders, managers have to become capable of working with people from different cultures.
2. **Workforce diversity :** Workforce diversity addresses differences among people within given countries. It means that Organizations are becoming more heterogeneous in terms of gender, race and ethnicity. When diversity is not managed properly, there is potential for higher turnover, more difficult communication and more interpersonal conflicts. So workforce diversity has important implications for management practice.
3. **Improving quality and productivity :** Toward Improving quality and productivity, managers are implementing programs such as TQM (Total Quality Management) and Reengineering programs that require extensive employee involvement. The Organizational behavior offers important insights into helping managers work through those programs.
4. **Improving people skills :** Organizational behavior represents relevant concepts and theories that can help a manager to predict and explain the behavior of people at work. In addition, it also provides insights into specific people skills that can be used on the job. Organizational Behavior also helps at improving a manager's interpersonal skills.
5. **Management control to empowerment :** In the 1980s, managers were encouraged to get their employees to participate in work related decisions. But now managers are going considerably further by allowing employees full control of their work. In so doing, managers have to learn how



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to give up control and employees have to learn how to take responsibility for their work and make appropriate decisions.

6. **Stability and flexibility** : Now days, change is an ongoing activity for most managers. The study of Organizational behavior can provide important insights into helping a manager better understand a work world of continual change and how to overcome resistance to change . So today's managers and employees must learn to cope with temporariness.
7. **Improving ethical behavior** : Today's manager needs to create an ethically healthy climate for his or her employees where they can do their work productively and confront a minimal degree of ambiguity regarding what constitutes right and wrong behavior.

CONCLUSION

It is the art on the part of manager to understand, describe, forecast and modify individual behaviour. It is the field of study that investigates the impact on individuals, groups and organizational structure have on individual behaviour so that the knowledge so achieved can be suitably modified and applied for organizational effectiveness. The study of organizational behaviour relates to the study of attitude, perception, learning, values at individual level. The study is undertaken pertaining to managing stress, conflicts, intergroup behaviour, decision making at group level. Management of change, development of organizational culture, designing and redesigning of jobs, and various organizational development strategies are required to be undertaken by leaders for organizational effectiveness. It is the responsibility of the managers to evolve appropriate strategies to study organizational components. The first component is people. The study of organizational behaviour involves identifying need spectrum of the people, managing interpersonal relationship, understanding of individual objectives and co-relating organizational strategies accordingly. The second component understands of organizational structure and its modification based on the need of the hour. Manager should decide upon the nature of structure and ensure unity of command, number of levels that may be required for effective command and control. Communication, delegation of authority, well defined policies, rules, regulation, systems, procedures and processes. Introduction of latest technology is an essential part of organizational development that should be taken care of by the manager responsible for running the organization. Jobs should be allotted to the individual based on the aptitude and the processes must be compatible with the technology being used. One of the most important components is environment. While internal environment relates to various personnel policies and corresponding managerial actions, the external environment relates to cultural, social, legal, and governmental rules and regulations that should be taken care of. Technological changes has made it imperative on the part of managers that they should take care of employees and meet their social expectations so that organizational goals can be achieved.

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