

A Review of Organizational behavior and study of its scope and limitation

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Abstract

For any organization to be successful, the management must be effective and efficient. The management's effectiveness is largely determined by how well it knows its employees' wants and aspirations. In reality, the term "organizational behavior" relates to how individuals inside an organization act rather than how organisations perform. As a matter of fact, an organization can only grow if its employees grow. Organizational behavior is the study of how people, groups, and organizational structures influence behavior in the workplace. Organizational behavior is influenced by three factors — the people in the company, the structure, and the environment. In order to improve the performance of organisations, it uses the information gathered about persons and the influence of structure on behavior.

Key words: Organisation, Management, Behavior etc.

Introduction

DEFINITION OF ORGANIZATIONAL BEHAVIOR (O.B.)

” Organizational Behavior is the study of human behavior 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 behavior of people in all types of organizations such as business, government, schools and service organizations."

NATURE OF ORGANIZATIONAL BEHAVIOR

“Organizational behavior 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 behavior is essentially an interdisciplinary approach to study human behavior 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 behavior.

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 behavior. The basic line of difference between pure science and O.B. is that while the former concentrates of 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 Behavior 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 Behavior 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 of 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 behavior 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 BEHAVIOR

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 behavior 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 BEHAVIOR

1. OB helps an individual to understand human behavior 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 behavior 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 behavior 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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