A Study on Organizational Behaviour in Business Enterprises.

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Abstract:

Organizational behavior (OB) or organisationalbehaviour is "the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself."

The overall objective of the study is to examine the organizational behavior in business enterprises.The specific objectives of the study are:to know the variety of methods used in organizational behavior,to study employee attitude and feelings,to know the different theories of motivation relevant to organizational behavior, to examine organizational culture, and orginisationtheory,leadership,organizational development,to examine the recent trends of organizational behavior.

Organizational behavior is a central concern of human resource managers . Research at all levels of organizational behavior continues to be an active field in both academia and management.

Key words: Organizational .behavior, Organizational development ,Leadership, Workforce, Teamwork.

INTRODUCTION

Organizational behavior (OB) or organisationalbehaviour is "the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself."

OB can be divided into three levels. The study of:

1. individuals in organizations (micro-level),
2. work groups (meso-level),
3. how organizations behave (macro-level).

Chester Barnardrecognized that individuals behave differently when acting in their organizational role than when acting separately from the organization. Organizational behavior researchers study the behavior of individuals primarily in their organizational roles. One of the main goals of organizational behavior is "to revitalize organizational theory and develop a better conceptualization of organizational life".

Methodology of the Study:

Objective of the study:

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- o To examine the organizational behavior in business enterprises.
  The specific objectives of the study are:
- o To know the variety of methods used in organizational behavior,
- o To study employee attitude and feelings,
- o To know the different theories of motivation relevant to organizational behavior,
- o To examine organizational culture, and organization theory, leadership, organizational development,
- o To examine the recent trends of organizational behavior.

Analysis of the results:

A variety of methods are used in organizational behavior, many of which are found in other social sciences.

Statistical methods commonly used in OB research include:

- ANOVA
- Correlation
- Meta-analysis
- Multilevel modeling
- Multiple regression
- Non-parametric statistics
- Structural equation modeling
- Time series analysis

Computer simulation is a prominent method in organizational behavior. While there are many uses for computer simulation, most OB researchers have used computer simulation to understand how organizations or firms operate. More recently, however, researchers have also started to apply computer simulation to understand individual behavior at a micro-level, focusing on individual and interpersonal cognition and behavior[19] such as the thought processes and behaviors that make up teamwork.

Counterproductive work behavior consists of behavior by employees that harm or intended to harm organizations and people in organizations.

Organizational behavior deals with employee attitudes and feelings.

- Job satisfaction is the feelings one has about the job or facets of the job, such as pay or supervision.
- Organizational commitment is the extent to which employees feel attachment to their organization.

  Emotional labor concerns the requirement that employees display certain emotions, like smiling at customers.

There are several different theories of motivation relevant to OB.

- Equity theory
- Expectancy theory

- Maslow's hierarchy of needs

- Incentive theory

- Organizational justice theory

- Frederick Herzberg's two-factor theory

  o Theory X and Theory Y

National culture is thought to affect the behavior of individuals in organizations. This idea is exemplified by Hofstede's cultural dimensions theory. Hofstede surveyed a large number of cultures and identified six dimensions of national cultures that influence the behavior of individuals in organizations.

- Power distance

- Individualism vs. collectivism

- Uncertainty avoidance

- Masculinity vs. femininity

- Long-term orientation vs. short term orientation

- Indulgence vs. restraint

  Organizational citizenship behavior is behavior that goes beyond assigned tasks and contributes to the well-being of organizations.

Organizational culture emphasizes the culture of the organization itself. This approach presumes that organizations can be characterized by cultural dimensions such as beliefs, values, rituals, symbols, and so forth. Within this approach, the approaches generally consist of either developing models for understanding organizational culture or developing typologies of organizational culture. Edgar Schein developed a model for understanding organizational culture and identified three levels of organizational culture:

- Artifacts and Behaviors

- Espoused Values

- Shared Basic Assumptions

Organization theory is concerned with explaining the organization as a whole or populations of organizations. The focus of organizational theory is to understand the structure and processes of organizations and how organizations interact with industries and societies. Within business schools, organization theory or OT is considered a separate specialization in management from OB.

Routines form the core engine of firms, organisations and markets and their significance is well-recognized in organizational behaviour. From the viewpoint of evolution, the importance of routines is evidenced in firms' reproduction while from the viewpoint of resource-based theory, routines add to the firm's dynamic capability and their regenerating ability. They are important to the ability of the firm to adapt to the dynamic situations or otherwise. Majority of theories dedicated to routines have conceptualized them as stable. Such theories have their basis on routines related to individual habits, computer programs or genes. However, conceptualizations such as these mitigate the role of agency in the organisational routines.

Leadership:

The leadership can be defined as a process of influencing others to agree on a shared purpose, and to work towards shared objectives. The leaders typically focus on inspiring followers and creating a shared organizational culture and values. The leaders undertake the tasks of setting a direction or vision, aligning people to shared goals, communicating, and motivating.

Approaches to studying leadership in I–O psychology can be broadly classified into three categories: Leader-focused approaches, Contingency-focused approaches, and Follower-focused approaches.

Leader-focused approaches

Leader-focused approaches look to organizational leaders to determine the characteristics of effective leadership. Recently, this approach is being used to predict leader emergence. The following traits have been identified as those that predict leader emergence when there is no

formal leader: high intelligence, high needs for dominance, high self-motivation, and socially perceptive. Another leader-focused approached is the **behavioral approach** which focuses on the behaviors that distinguish effective from ineffective leaders. There are two categories of leadership behaviors: (1) consideration; and (2) initiating structure.

Contingency-focused approaches

Out of the threeapproaches to leadership, contingency-focused approaches have been the most prevalent over the past 30 years. Contingency-focused theories base a leader's effectiveness on their ability to assess a situation and adapt their behavior accordingly. These theories assume that an effective leader can accurately "read" a situation and skillfully employ a leadership style that meets the needs of the individuals involved and the task at hand. A brief introduction to the most prominent contingency-focused theories will follow.

Follower-focused approaches

Follower-focused approaches look at the processes by which leaders motivate followers, and lead teams to achieve shared goals. Understandably, the area of leadership motivation draws heavily from the abundant research literature in the domain of motivation in I–O psychology. Because leaders are held responsible for their followers' ability to achieve the organization's goals, their ability to motivate their followers is a critical factor of leadership effectiveness. The leaders need to be aware of the potential benefits and pitfalls of working in teams, how teams develop, how to satisfy team members' needs, and ultimately how to bring about team effectiveness and performance.

Organizational development

organizational development (OD), involves techniques such as:

- sensitivity training
- role playing
- group discussion
- job enrichment
- survey feedback
- team building

Recent Trends of OrganizationalBehaviour:

A number of important trends in the study of organizational behavior are the focus of research efforts.First,a variety of research studies have examined topics at the group level of analysis rather than exclusively at the individual level of analysis. Another research trend is an increasing focus on personality as a factor in individual and group-level performance.

Conclusion:

Organizational behavior is a central concern of human resource managers . Research at all levels of organizational behavior continues to be an active field in both academia and management. A wide variety of issues and concerns are the focus of on-going studies and management techniques. Nowadays individuals in organizations (micro-level),work groups (meso-level),how organizations behave (macro-level) really very important. Because, behavior of labour force in various types of industries,especially in small,medium and large scale industries really very importance as the performance of industries /companies depends upon attitude,knowledge,skill and behavior of employees/work force.Behaviour ,attitude, qualification, knowledge, skill of leaders really important as the leaders/entrepreneurs are sole cause for each and everything ie, performance of company, welfare of workers etc.Organisation comprises of Entrepreneur,management and labourforce.Behaviour ,attitude of both the parties of the Organization really important as it surely affect the performance of manufacturing wing,marketing   wing, human resource wing, research and quality control wing etc.Hence good attitude and behavior of leaders and workforce required for organizational development.

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