ORGANISATIONAL BEHAVIOUR
– the route to succeed and sustain in the global market

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Abstract – **We live in a fast-paced world that continuously forces us to be creative and innovative. Situations also demand organisations to be flexible and drive an extra mile to satisfy the customer needs. Thus, to gain sustainability in business, an organisation needs to be fast and perform better than its competitors. For example, Microsoft, Apple, Samsung and many others have proved themselves to be a market leader. However, obtaining this market leadership position doesn't happen overnight instead it need an appropriate strategy and consistent performance and chiefly customer trust. Today, every organisation is striving for sustainability and it has become mandatory to progress rapidly. This is possible only when all the teams perform with a proper plan in a phased manner. This article discusses organisational behaviour as the key to all these questions to enhance performance in an organisation.**

Keyword- Organizational Behaviour, Organisational Behaviour, Management.

I. INTRODUCTION

According to Fred Luthans, "Behaviour is directly concerned with the understanding, prediction and control of human behaviour in organisations." Davis and Newstram believes, "Organisational behaviour is the study and application of knowledge about how people act within organisations." In this sense, Organisational Behaviour (OB) is the study of how people behave in an organisational setting and why the organisation itself impacts that behaviour. OB draws from a variety of disciplines including psychology, sociology, psychology and anthropology. It can be applied to a wide range of organisations including businesses, schools and government. OB describes how people interact among teams, internally as well as externally. These interactions subsequently influence the output based on how an organisation behaves and how well it performs. For businesses, organisational behaviour is used to streamline efficiency, improve productivity and spark innovation that basically offers them a competitive edge. OB is an interdisciplinary field that examines the interactions among employees and the processes within an organisation with an aim to build a harmonious and effective work environment. OB also sheds light on individual conduct within a company, the collaboration of teams. It encompasses the study of behavioural relationships among staff and groups within a business context. Notably, OB takes into account the cultural dimensions including gender, ethnicity and the social dynamics of the workplace too. Furthermore, drawing from the disciplines of psychology, sociology, anthropology and management science, OB can be explored both in theory and practice.

Concept of Organisational Behaviour

OB is based on several fundamental principles that relate to the thought-process of people and organisations. Some of the prominent ones are as follows:

1. Individual Uniqueness: Individuals vary across multiple dimensions, including intelligence, physical attributes, personality, learning abilities, and communication skills. Each of us is distinct, shaped by unique experiences that further differentiate them from others.

2. Respecting one's choices: This notion suggests that an organisation hires not merely the skills of an individual but also their preferences, biases and personal history. One's domestic life is knotted with their professional existence, necessitating that organisations provide a conducive work environment that promotes both professional and personal growth as well as fulfilment.

3. Unpredicted Individual Behaviour: Unseemly behaviour in an individual often has underlying causes, which could range from domestic issues to challenges in punctuality. When such behaviour surfaces, it is incumbent upon managers to discern the root cause and address it effectively.

4. Respecting one's Dignity: Every person, irrespective of their position, deserves to be treated with respect and dignity. This principle emphasizes the importance of recognizing and valuing each job, thereby fostering the improvement of individual aspirations and capabilities. It stands in opposition to the notion of treating employees merely as economic instruments.

5. The organisation as a social entity: Organisations function as complex social systems, a concept derived from sociological studies. These systems are subject to both social and psychological norms that dictate organisational activities. Within an organisation, there exists a blend of formal and informal social structures, emphasizing the organisation's capacity for dynamic evolution over maintaining rigid relationships. Each component within this system relies on the others for its function.

6. Shared interests among organisational participants: The principle of mutual interest underscores the symbiotic relationship between individuals and organisations. Organisations come into existence and persist through a shared interest among their members. Individuals join organisations to fulfil their personal ambitions, while organisations depend on individuals to achieve their collective goals. A lack of shared interest can lead to disarray within the group. Conversely, a unified purpose galvanizes members to collaboratively address organisational challenges rather than casting blame.

7. Wider reach: The holistic approach to organisational behaviour synthesizes the aforementioned six principles into a comprehensive framework. This perspective examines the interplay between individuals and organisations, considering the full spectrum of personal, group, organisational, and societal dimensions. It involves taking into account the diverse viewpoints within an organisation to grasp the factors shaping behaviour. Rather than isolating specific incidents or issues, this approach evaluates them within the broader context that they influence and are influenced by.

Role of OB in an organisation

The role of organisational behaviour is multifaceted and crucial for the success of any organisation. Here are some key points highlighting its importance:

1. Performance Improvement: Organisational Behaviour helps in identifying ways to increase productivity and efficiency, leading to better performance outcomes for both individuals and the organisation.

2. Employee Satisfaction: By understanding the needs and motivations of employees, Organisational Behaviour contributes to creating a work environment that enhances job satisfaction and employee retention.

3. Leadership Development: Organisational Behaviour provides insights into effective leadership styles and practices, enabling the development of leaders who can inspire and guide their teams.

4. Change Management: It equips organisations with the tools to manage and adapt to change, ensuring resilience and flexibility in a dynamic business landscape.

5. Conflict Resolution: OB offers strategies for resolving interpersonal and group conflicts, fostering a harmonious workplace.

6. Organisational Culture: It plays a significant role in shaping and maintaining a positive organisational culture, which is essential for long-term success.

7. Team Dynamics: Organisational Behaviour studies how teams work and interact, which is vital for building strong, collaborative teams that can achieve collective goals.

8. Communication Enhancement: It improves communication within an organisation, ensuring that information flows effectively between different levels and departments.

9. Decision-Making: OB aids in the decision-making process by providing a better understanding of human behaviour and organisational dynamics.

10. Innovation Encouragement: It encourages innovation by creating an environment where

new ideas are valued and employees feel empowered to share their creativity.

The four elements of OB are: people, structure, technology, and the external environment.

Change Management can take place if the doer pays attention to how these four elements relate to and interact with one another in an organisation.

Three levels of OB: The first is the individual level, which involves organisational psychology and understanding human behaviour and incentives. The second level is groups, which involves social psychology and sociological insights into human interaction and group dynamics. The top-level is the organisational level, where organisation theory and sociology come into play to undertake systems-level analyses and the study of how firms engage with one another in the marketplace.

Some core elements of OB are:

- People: How individuals behave in an organisational setting
- Structure: How the structure of an organisation impacts how work is carried out
- Technology: What efficient systems and functional equipment can help a team operate effectively
- External environment: How the external environment impacts the organisation

Models of OB used in businesses today are as follows:

1. The autocratic model – The autocratic model of organisational behaviour is a model where management has complete authority and control over the workplace, and employees are expected to follow orders without question.
2. Custodial model – The custodial model is a management approach in organisational behaviour that focuses on providing employees with economic security and job stability
3. Supportive model – The supportive model of organisational behaviour is a management approach that focuses on creating a supportive work environment to help employees perform well. The model is based on the idea that employees are key to achieving organisational goals.

4. Collegial model – The collegial model of organisational behaviour is a model that emphasizes teamwork, collaboration, and mutual respect between employees and management. The model is based on the idea that employees and managers are partners who work together to achieve organisational goals.
5. System model – The system model of organisational behaviour is a democratic model that emphasizes openness and authenticity in the workplace. It's characterized by a culture of trust and reciprocity between supervisors and employees, and a nurturing work environment.

Our research suggests that today, it has become necessary for organisations to:

1. Focus on Diversity: Organisational behaviour recognizes the unique differences among individuals, valuing diversity in backgrounds, skills, and perspectives as a source of strength and innovation within a company.

2. Focus on Adaptability: It emphasizes the need for organisations to be adaptable, allowing them to respond effectively to changes in the market, technology, and workforce dynamics.

3. Focus on Motivation: Understanding what motivates employees is crucial in Organisational Behaviour, as it directly influences productivity, job satisfaction, and retention rates within an organisation.

4. Focus on Leadership: Effective leadership is a cornerstone of Organisational Behaviour, as leaders shape the culture, set the vision, and guide employees towards achieving organisational goals.

5. Focus on Communication: Clear and open communication channels are vital for the smooth operation of an organisation, facilitating collaboration and minimizing misunderstandings.

6. Focus on Productivity: Organisational Behaviour aims to enhance productivity by optimizing the work environment, ensuring that employees have the resources and support they need to perform at their best.

7. Focus on employee well-being: Employee well-being is a focus area in Organisational Behaviour, with the understanding that a healthy

work-life balance contributes to better performance and lower turnover.

8. Focus on Innovation: Encouraging innovation is part of Organisational Behaviour, as it drives growth and keeps organisations competitive in their respective industries.

9. Focus on ethical behaviour: Organisational Behaviour upholds ethical standards and practices, ensuring that organisations operate with integrity and respect for all stakeholders.

10. Focus on building teams: Leaders should focus on creating more and more teams and fostering team-work ultimately allowing the organisation to function effectively and efficiently.

CONCLUSION

Organisational Behaviour is an essential discipline that provides valuable insights into the complex dynamics of workplaces. It encompasses the study of individual behaviours, group interactions and organisational structures, offering a comprehensive understanding of how people function within professional settings. Additionally, OB is instrumental in enhancing performance, fostering employee satisfaction, and promoting effective leadership.

OB also plays a critical role in managing change, resolving conflicts and shaping a positive organisational culture. By applying the principles of OB, organisations can create environments that support innovation, collaboration and ethical practices, ultimately leading to sustained success and growth.

In a nutshell, OB is not just about observing and understanding behaviour rather it is about applying knowledge to improve the workplace for everyone involved. In this context, OB is the study of individual behaviour in isolation, when in group and as a part of an organisation. The study of individual behaviour only, would be incomplete because behaviour is affected by the people surrounding us as well as by the organisation in which we work. Studying only individuals or only organisations would be of no use. It is essential to study both simultaneously. Personality, perception, learning, attitude, family background, training, motivation, satisfaction, performance appraisal, leadership effectiveness, norms, values and ethics are the factors which affect the individual behaviour. Finally, OB is the study of human behaviour in an organisational setting.

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