THE POTENTIAL CONTRIBUTION TO ORGANIZATIONAL PSYCHOLOGY AND MANAGING PEOPLE IN 21ST CENTURY

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ABSTRACT

Organizational behavior is a behavioral science that is built upon contributions from a number of behavioral disciplines. The dominant areas are psychology, sociology, social psychology, anthropology, and political science. As we shall learn, psychology’s contributions have been mainly at the micro level of analysis; the other four disciplines have contributed to our understanding of macro concepts such as organization and group process. The history of Organizational Behavior (OB) can be traced back to the Scientific Management approaches from the Industrial Revolution as early as the late 1800’s. It is in this case, behavioral disciplines that have shaped Organizational Behavior into a distinguishable discipline. Research conducted so far has confirmed the hypothesis that the organizational behavior is a scientific discipline and skill and practice of management. Organizational behavior is scientifically studied and directed and is simultaneously a set of skills needed for effective management and leadership. The study of organizational behavior represents the outcome from the mutual interactions of all above mentioned disciplines and helps us to recognize its dimensions.

INTRODUCTION

Organizational behavior is an applied behavioural science and as a result, is built upon contributions from a number of behavioural disciplines: the predominant areas of psychology, sociology, social psychology, anthropology and fringe disciplines including political science and economics. As we shall learn, contributions of the psychologists have been mainly at the individual or micro level of analysis, while the latter disciplines have contributed to our understanding of macro concepts - group processes and organization. As a science of behaviour, psychology seeks to measure, explain and change behavior of humans and animals. Psychologists are, broadly speaking, concerned with studying and attempting to understand individual behavior. Those who have contributed to the knowledge of organizational behavior are learning theorists, personality theorists, counseling psychologists, and most important, industrial and organizational psychologists. Whereas psychologists focus their attention on the individual, as a science of society the sociologists relate sociology to the social system in which individuals fill their roles and to their
fellow human beings. More specially, sociologists have made their greatest contribution to organizational behaviour through their study of group behavior in organizations, particularly formal organizations. Some of the areas within organizational behavior that received valuable input from sociologists include group dynamics, formal organization theory and structure, organizational culture and technology, bureaucracy communications, power, conflict, intergroup behavior and effect of industrialization on the social behavior. Social psychology is a discipline within psychology, but blends concepts from both psychology and sociology. It focuses on the influence of people on one another. One of the main thrust areas receiving considerable investigation from social psychologists has been changed, how to implement it and how to reduce barriers to its acceptance. Additionally, we find social psychologists making significant contributions in measuring, understanding and changing attitudes, communication patterns, the ways in which group activities can satisfy individual needs, group decision-making processes, and leadership.

As a science of man it facilitates group and organisation levels of analysis. Specifically, anthropologists study societies to learn about human beings and their activities. It touches the fundamental values, attitudes, socialization process and behavior between people in different countries and within different organizational culture and environment. In the current literature understanding organizational culture, organizational environments, and differences between national cultures are the results of the work of anthropologists or those using their methodologies. As a study of individual and group behaviour in relationship to a political environment, political science provides an understanding of organizations including structuring of conflict, allocation of powers and how people manipulate power for individual self-interest. Now-a-days, it has become relevant to know that organizations are political entities; if we are to be able to accurately explain and predict the behaviour of people in organizations, we need to bring a political perspective to analysis and understand them. Economics deals with distribution and consumption of goods and services. It aids in the understanding of the phenomena of decision and choice, effect of economic policies on the economic growth of a firm, allocation of scarce resources of the firm to different competing alternatives etc. Therefore, in understanding organizational behaviour one should see and understand it in an interdisciplinary outlook. Then only a comprehensive and explicit understanding, predicting and controlling behaviour of the individuals can be possible at the work context.

BEHAVIORAL SCIENCE APPROACH TO ORGANIZATIONAL

The behavioural science offers several ideas to management as to how human factor should be properly emphasized to achieve organizational objectives. Human factor is not merely an instrument in the organisation but the very core of organizational existence. An organisation is a conscious interaction of two or more persons. This suggests that since organisation is the interaction of persons, they should be given adequate importance in managing the organisation. This becomes more important especially because of the changing dimensions of human behaviour, changing from money-motivated behaviour to multi-motivated behaviour. The changing behavioural pattern suggests that organizational structure and process should be based on human characteristics. From this point of view managers must understand the behavioural pattern of the people. Behavioural science provides this opportunity by analyzing human behaviour for understanding and prescribing means for shaping human behaviour to a particular direction. The behavior of human beings as social men is the first issue in behavioural science. It provides for analyzing why and how an individual behaves in a particular way. As will be seen later, human behaviour is a complex phenomenon and is affected by a large number of factors psychological, social, and cultural, and others. Behavioural science integrates these factors to provide simplicity in understanding human behavior. Human behavior can be understood at the level of interpersonal interaction. Such interpersonal interaction is normally in paired relationship which represents man's most natural attempt at socialization. When one focuses on the
influence of one's peer and its effect in working relationship, or examines the superior-subordinate relationship, it is obvious that the two-person relationship is inevitable in the organization. Behavioural science provides means for understanding these interpersonal relationships in the organization. Analysis of reciprocal relationship, role analysis, and transactional analysis are some of the common methods which provide such understanding.

Though people interpret anything at their individual level, they are often modified by group pressures which thus become a force in shaping human behaviour. Thus individuals should be studied in group also. Research in group dynamics has contributed vitally to the behavioural science and shows how a group behaves in its norms, cohesion, goals, procedures, communication pattern, leadership and membership. These research results are furthering managerial knowledge of understanding group behavior which is very important for organizational morale and productivity. The organization is made up of many groups that develop a complex of relationship to build its processes and substance. Understanding the effect of group relationships is important for managers in today's organisation. Intergroup relationship may be in the form of co-operation or competition. The co-operative relationships help the organisation in achieving its objectives. Behavioural science provide means to understand and achieve co-operative group relationships through interaction, rotation of members among groups, avoidance of win-lose situation, and focus on total group objectives.

ORGANIZATIONAL BEHAVIOR & MANAGEMENT: CONTROLLING AND DIRECTING

After understanding the mechanism of human behaviour, managers are required to control and direct the behaviour so that. It conforms to standards required for achieving organizational objectives. Thus managers are required to control and direct the behaviour at all levels of individual interaction. For this purpose, behavioural science helps managers in many areas use of power and sanction, leadership, communication, and building organisation climate conducive for better interaction. Organizational behavior can be controlled and directed by the use of power and sanction which are formally prescribed by the organisation. Power is referred to as capacity of an individual to take certain action and may be utilized in many ways. The use of power is related with sanction in the organisation. However, more use of power and sanction in the organisation is not enough for directing human behaviour. Moreover, these can be used in several ways and not always are equally effective. Behavioural science explains how various means of power and sanction can be utilized so that both organizational and individual objectives are achieved simultaneously. Another technique of bringing human behaviour in tune with organizational requirement is leadership. Today, the difference between a successful and failing organisation lies in the quality of leadership of its managerial personnel. Behavioural science brings new insights and understanding to the practice and leadership. It identifies various leadership styles available to a manager and analyses which style is more appropriate in a given situation. Thus managers can adopt styles keeping in view the various dimensions of organizations, individuals, arid situations. Communication is the building blocks of an organisation. It is communication through which people come in contact with others. People in the organisation, particularly, at higher level spend considerable time in communication. To achieve organizational effectiveness, the communication must be effective. The communication process and how it works in interpersonal dynamics has been evaluated by behavioral science. The factors that affect communication have been analyzed so as to make it more effective.

Organizational climate refers to the total organizational situations affecting human behavior. Organizational climate takes a systems perspective and affects human behavior. Behavioural science suggests the approach to create organizational climate in totality rather than merely improving the physiological conditions or increasing employee satisfaction by changing isolate work process. Satisfactory working conditions, adequate compensation, and the necessary equipments for the job are viewed as only small part of the requirements for sound motivational climate.
Of greater importance are the creation of an atmosphere of effective supervision, the opportunity for the realization of personal goals, congenial relations with others at the workplace, and a sense of accomplishment. Thus, behavioural science has discovered a new approach of managing people in the organization. Organizations as dynamic entities are characterized by pervasive change. In this age of environmental variability, the real job of a manager is to provide continuity in organizations because the organizations have to adapt themselves to the environmental changes by making suitable internal arrangements. However, such organizational arrangements are mostly resisted by the internal people. Thus, managers have to face dual problems, identifying need for change and then implementing the changes without adversely affecting the need satisfaction of organizational people. Behavioural science has the ongoing process as its goal. It is also the essence of managing change. Management of change is seen as a self-perpetrating ever-evolving phenomenon.

**ORGANIZATIONS AS SOCIAL SYSTEMS: INNOVATION**

Recent organization has sought to treat organization as a "Social system". There are two major aspects of an open system approach to organization. First, there are different characteristics or attributes of the organization having mutual interdependence which cannot be regarded as completely independent features and second, the organizations are continuously interacting on reciprocal basis with the external environments which are uncertain and unpredictable. It means that the organization takes inputs from the environment and produces outputs for the environment. In this case both are equally affected in the input/output process. Each organization has the five characteristics social composition in terms of types of individuals, goal orientation, differentiated functions, intended rational coordination and continuity through time. The composition of organization depends on the types of individuals it has within its fold. Their ability needs and interests will provide the needed input to the organization for designing its goals and strategies. In the light of the social composition, the components of the co-ordination process and the viability attributes of the organization will be determined. In other words, goal orientation is related to social composition of the organization. What types of people are required and what is the social background? All these factors will exercise an indelible impact not only on goal orientation but also on differentiated functions, rational coordination and continuity, i.e. survival of organisation in uncertain environments and situations. Intended rational coordination depends on the nature of tasks which have been designed and the nature of people having requests ability and commitment to purpose; unless the organisation is fully equipped with people of ability commitment to organizations purpose and the required initiative and enterprise, it will not be able to co-ordinate diverse functions of individuals and groups to achieve the organization goal. The survival of the organisation is not only dependent on the harmony existing in the social composition and individual/groups and the organizations goals but also its ability to adapt itself to the changing outside environments. The environments manifest the composite influence of political, social, technological and economic forces which have a direct bearing on every organisation. Since the social milieu caste in the mould of such environment is changing, the organisation to ensure its continuity shall have to acquire the capacity to change and adapt itself to fit in the social systems. Its ability to change and adapt depends on the people who form the organisation. Hence, organisation may rightly be called a social system.

**ORGANIZATION AS AN OPEN SYSTEM: HIERARCHICAL & LOOSELY COUPLED SYSTEMS.**

Organizations can be viewed as open system which take inputs from the environment and through a series, of activities transform or convert these inputs into outputs to achieve some objective. In terms of this open systems technique the business organization, for example, takes in resources such as people, finance, raw materials and information from its environment; transforms or converts these; and returns them to the environment in various forms of outputs such as goods produced, services provided, completed processes or procedures in order to achieve
certain goals such as profit, market sharing, level of sales or consumer satisfaction. There are, of course, differences in the activities and technique of operation of the various forms of business organizations. There will also be differences between business organizations of the same type for example in relation to thin size and scale of activities. However, adopting the systems view of organizations, we can identify principles and prescriptions of organisation and management that apply to business organizations in general. Using this systems model the same form of analysis can be applied to all types of organizations. Viewing organizations as systems provides a common point of reference and enables us to take a general approach to the study of organizations to analyse them and to derive general principles and prescriptions.

ORGANIZATION AS A SOCIO TECHNICAL SYSTEM: AN INTERVENTION STRATEGY FOR DEVELOPMENT

The socio-technical system is mainly concerned with the transformation or conversion processes itself, and the relationships between technical efficiency and social considerations and the effect on people. It was observed that new techniques of work and changes in technology disrupted the social groupings of the miners, and brought about undesirable changes to the psychological and sociological properties of the old technique of working. As a result, the new method of work was less efficient than it would have been despite the introduction of new technology. The changing technology in the British coal mines, gave rise to the idea of treating an organisation as a socio-technical system. The researchers saw the need for a socio-technical approach in which as appropriate social system could be developed in keeping with the new technical system. It suggested that there are three sub-systems common to any organization i.e. the technical system, the sub-system of informal role structure, and the sub-system of individual members’ feelings or sentiments. The production or technical concerned with the throughout, the work that gets done and the main productive process, supportive environmental transactions relating to input procurement or output disposal, or transactions supportive of the productive process, maintenance the equipment for getting the work done. Much of this Equipment relates to performance of people and to recruitment, socialization and rewarding employees, adaptive-concerned with sensing external changes and their effects on the organization and its survival, for example research and development and managerial organized activities for the direction control, and coordination of sub-systems and adjustment of the total system to its environment.

However, once these sub-systems are identified, it is the task of management to coordinate the sub-systems, arid to ensure that the activities of the organization as a whole are directed towards the accomplishment of its goals and objectives. It can suggest, therefore, five main inter-related sub systems as a basis for the analysis of work organizations. The goals and objectives of the organisation, the nature of inputs and outputs, and the work to be carried out in the transformation or conversion process; Technology the manner in which the tasks of the organization are carried out and the nature of work performance. The materials, systems and procedures and equipment used in the transformation or conversion process; Structure - patterns of organisation, and formal relationships and channels of communication among members, The division of work and coordination of tasks by which the series of activities are carried out; People - the nature of the members undertaking the series of activities such as their attitudes, skills and attributes, needs and expectations interpersonal relations and patterns of behavior, Group functioning and behavior informal organization and styles of leadership; Management - coordination of task technology structure and people and policies and procedures for the execution of work, Corporate strategy, direction of the activities of the organisation as a whole and its interactions with the external environment. Therefore, a manager must realize that in order to improve organizational effectiveness attention should be focused on the total work organisation and on the inter-relationships among the range of variables which affect organizational performance. The organisation is best viewed as an open system and studied in terms of the
interactions between technical and social considerations and environment influences. Changes in part of the system will affect other parts and thus the whole organisation.

CONCLUSION

The organizational behavior is an important area for management. It is therefore quite understandable that the organizational behavior is a part of its history, management, since it is formed in his realm. For better understanding of the content and aim of OB in theory and also in managerial practice, it is essential to familiarize its origins and history. However, the concept of organization in the workplace, people’s motivation and measurement of working productivity had been already the object of interest in classical theory of management. Of the options as it relates to Organizational Behavior, four sciences have been identified as having significant impact in OB’s development. It is psychology, social psychology, sociology, and anthropology. Within each major category there exist individual contribution dimensions that carry with it a unit of analysis affecting the individual, group, and organizational system. Each of dimensions has been assigned to an individual behavioral science. In order to successfully manage and influence organizational behavior are essential integral knowledge about human behavior in organizational relationships, knowledge of the cultural environment of the organization as well as managerial skills in organizational behavior. In structure of organizational science and management occurs interdisciplinary and multidisciplinary field of organizational behavior as a special discipline of organizational and management sciences as well behavior science.

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