

**OB**  
**MODULE I**

**Relationship between OB and the Individual:**

For organisations to grow continuously there is need for keeping its individuals growing, this creates a sense of responsibility and creates relation between organisation and the individual.

Some of the important things that can enhance the relationship between organisational behaviour and the individual:

- A. **Continuous Learning:** Learning is ant permanent change in behaviour, or behavioural potential, resulting from experience. In order to be effective organisations need to promote that behaviour, which are functional and need to discourage that behaviour, which are detrimental to effective organisation. Thus learning process creates a bind between the organisation and employee.
- B. **Creating right perception:** The filed of OB helps the individual to create right perception, which is prerequisite for working effectively with people. This creates right perceptual sense in the people.
- C. **Building positive Attitude and Values:** Positive attitudes are important ingredient of effective relationship. Values are at the base of attitudes and behaviour, OB helps the individual know about the attitudes and values and help in developing the right attitude.
- D. **Maintaining Stress-free Individuals and Environment:** With growing competition and survival, and excellence becoming tougher, stress is the managerial discomfort of modern era. OB helps the individual in reducing the stress level and manages the environment and makes it comfortable.
- E. **Keeping Individuals and Teams Motivated and Providing job Satisfaction:** OB helps the team in getting motivated and provides job satisfaction to the employees.

**Limitations of OB:**

- I. **Behavioural bias:** It further causes dependence, dis-contentment, indiscipline, and irresponsibility.
- II. **Law of diminishing returns:** It says that beyond a certain point, there is a decline in output even after each additional good or positive factor.
- III. **Unethical practices and manipulation of people:** Knowledge of motivation and communication acquired can be used to exploit subordinates in an Organization by the manipulative managers.
- IV. 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.

## **Theoretical framework of Organisational Behaviour:**

Even though OB is a study of behaviour which is not visible some theories are developed which will give a framework to understand, predict and manage the behaviour of the human being in the organisation.

Three main theoretical frameworks of organizational behaviour include the cognitive, behaviouristic and social learning frameworks. These form the basis of an organizational behaviour model.

### **a. Cognitive Framework:**

Cognitive means the mental action or process of acquiring knowledge and understanding through thought, experience and the senses. As per cognitive framework of organisational behaviour, before the behaviour of a person cognition starts and giving input to the thinking, perception and problem solving of the person.

This framework is based on the concept of expectancy, demand and intention of the human being.

The Cognitive framework is useful in analysing perception, personality, motivation, decision making of human in the organisation.

### **b. Behaviouristic Framework:**

Pioneer behaviouristic **Ivan Pavlov** and **Jon B. Watson** insist that it is advisable and fruitful to study the behaviour of human being which is visible than studying the mind which is elusive in nature. The study of behaviouristic framework of organisational behaviour can be clearly explained with the help of stimulus and respond.

Stimulus is the force of action or motivation and response is the reaction or the behaviour.

Overall it can be said that behavioural framework based on observable behaviour and observable environmental variables.

### **C. Social Cognitive Framework:**

The social cognitive theory is a framework which will give a base to understand the human behaviour. The social cognitive framework in organisational behaviour states that the person and the external situations are interdependence with each other along with the behaviour itself to determine the behaviour.

The person and the environmental situation do not function as independent units but, in conjunction with behaviour itself, reciprocally interact to determine behaviour.

**Bandura** developed Social Learning Theory into the more comprehensive Social Cognitive Theory (SCT). **Stajkovic and Luthans** have translated this SCT into the theoretical framework for organisational behaviour.

**Bandura** identified five basic human capabilities as a part of SCT.

- i. **Symbolising:** People process visual experiences into cognitive models. They help in future action.
- ii. **Forethought:** Employees plan their action.
- iii. **Observational:** Employees learn by observing the performance of the reference group (peers, supervisors, and high performers) and the consequences of their action.

- iv. **Self-regulatory:** Employees self regulate their actions by setting internal standards ( aspired level of performance).
- v. **Self Reflective:** Employees reflect back on their actions and perceptually determine how they believe then can successfully accomplish the task in the future given the context ( probability of success between 0 to 100% is estimated).