ORGANISATION AND ORGANISATIONAL BEHAVIOUR

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Abstract: The elements of social systems those play role over behavioural pattern of members of society during their process of interaction with others – either the members of same society or different society or fellow members of the organisations where they are associated either professionally as employee or for any other purpose etc. are identified in the following analytical work. The influence of each of the social factors are not same, may be a particular factor is vital with respect to individual or organizational behavior in some particular society and is vulnerable to same behavior in other society.

But there are some elements which are essential or significant with respect to their role over or influencing individual or organizational behavior in all societies and all types of individual and organizational behaviours. The study of these elements of social system as elements or factors or dimensions of organizational behavior is essential in study of organizational behavior in organisations located in different societies amid different social and environmental systems or localities. Hence it needs extensive study and analysis to identify these dimensions and make an intensive study over the universality of these dimensions to explore the causes and effects over organizational behavior thereof.

Key words: Social system, environmental system, Organisations, Organisation behavior,
ORGANISATION AND ORGANISATIONAL BEHAVIOUR

The term ‘organisation’ is used in every day in different contexts to mean different things. These underline the need for understanding the meaning of the term ‘organisation’. In studying organization behavior it needs to understand some essential features of an organization – i) what is an organization? ii) What are the characteristics of an organization? What are various types of organization? These are the foci that need to be considered to identify how the dynamics of organization and its environment influence behavior of people in organization.

ORGANISATION

As mentioned above some of the features of organization and elements of organization behavior are inseparable elements. It requires to analysis the essential elements of organization which involve influencing role upon behavior of people of organization in the organization.

Meaning of Organisation

The term organisation is used in different contexts to mean different things. This emphasise the need for understanding the concept and meaning of what an organization is.

There are several definitions and illustrations of the concept of organization. As stated by Pfiffner and Sherwood, “Organisation is the pattern of ways in which large numbers of people, too many to have intimate face to face contacts with all others, and engaged in a complexity of tasks, relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purposes.”

As defined by Robbins, “Organisation is a consciously coordinated social entity, with a relatively identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or a set of goals.”

Also Schein stated, “An organization is the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labour and function and through a hierarchy of authority and responsibility.”

From an analysis of above definitions and concepts an organization may be assumed to be a purposeful system with several sub-systems where individuals and activities are organized to achieve certain predetermined goals through division of labour and coordination of activities.

Characteristics

The elements of organisational characteristics may be summed up as followings:

Coordination: “Unity is strength” or “United we stand and divided we fall” is the essence of an organization – in fact the concept of “Unity” is the fundamental one from which the very idea of organization stems out. Human beings require several things to survive such as food, shelter, and safety.
Some of these usually are either unattainable by individuals working alone or, if attainable individually, are achieved more efficiently by through group efforts. People can do more by coordinating their efforts than one could have done singly.

**Common Goals:** Though organization members have their own goals, but they also share a common goal to be achieved. The consensus of organization goal is supported by the individuals outside the organization who have expectations about what the organization should be doing.

**Division of Labour:** Organisation consists of many sub-systems popularly known as “division of labour”. Division of labour implies dividing work into narrow parts to perform the work efficiently. In a way, the idea of division of labour is closely linked to the idea of differentiation of operation or function. Every function is assigned to the employee who most competent to perform the particular function. Human traits like skill, competency, knowledge, experience etc. change from person to person. This differentiation of human traits possessed by organizational members leads to consideration of forming an organization to have people with different skills and knowledge to perform various types of functions to be performed to achieve the common goals, whatsoever it may be.

**Integration:** Different functions performed by different persons in an organization need to be combined together so as to achieve consensual goal of the organization. This is called “Integration”. If different departments work independently, without having regard to each other; it may lead to chaos and may make achievement of the common goal uncertain and difficult. Hence, effort made by different people working in different functional areas need to be integrated.

**Consensus Rationality:** It is essential for organisations to specify norms and standards for every action and behavior of its members. Organisational members are expected to behave logically in their organisations. The behavior of members of organization is subjected to appreciation and reward and also in situations subjected to be condemned and punished. This practice turns to be a restraining factor to avoid undesirable employee behavior and retain organizational behavior norms.

**Continuing System:** An organization may be continuing for centuries together and employees, called to be organizational members, maintain their stream of incoming and outgoing. Out of this ever continuing flow incoming and outgoing mass of employees what is ever lasting or eternal entity is the “organization and its system”. Tatas are the organisations to be in existence for centuries together.

**Structure:** A structure is required to be in existence in organisation for maintaining the practice of coordination and integration of human activities in organization. Organisation structure is a framework to identify the organizational hierarchies, reporting relationship, delegation of authority, nature of organizational functioning system – whether line functioning or line and staff functioning or matrix functioning or any other type in order to achieve organization goals and objectives.

**Characteristic Aspect of Organizational System and Characteristics upon Organisational Behaviour:**

The study of organizational behavior focuses on three characteristics aspects of organization. These are behavior, structure and organizational processes. These three are briefly discussed as below;
**Behaviour:** Organisations are created by people for benefit of people. It needs to understand the behavior of organizational members to understand organization behavior. The study of perception, job satisfaction, motivation and learning are all concerned with behavior of individuals.

**Structure:** The term structure means the fixed and formal relationships of the organization such as how jobs are assigned to very segments of organization, reporting relationships, organizational hierarchies, the location and position of jobs and department in organizational operational layout etc. The organizational structure and position of an individual in the organization structure has much to do over behavior of an individual in the organisation or organizational behavior.

**Process:** The term process as existing in an organization is the activity of interaction among the members of an organization. Communication, leadership, industrial relation, operation etc. are the examples of some of the processes existing in the organization. the ongoing processes existing in an organization have definite role over pattern of behavior of employees or organizational behavior of the members of organization in an organization.

**ORGANISATION THEORY**

Along with study of concept of organization and organization characteristics it requires an elaborate study over organization theory in order to understand the theoretical construct of the role and process of influence of organization and its environment not being boundless and being limited in some specific territory upon behavior of members of organization in the organization or organizational behavior.

**Concept of Organisational Theory:**

The term ‘theory’ means a systematic grouping of interrelated happenings having relationships between two or more dependent and independent variables. In this context few definitions of organization theory may be taken into consideration to understand the behaviour of people in organization.

Tosi defined organisational theory as “a set of interrelated constructs (concepts), definitions and propositions that present a systematic view of behavior of individuals, groups and subgroups, interacting in some relatively patterned sequence of activity, the intent of which is goal directed”.

According to Pugh organization theory is “the study of the structure, functioning and performance of organizations and the behavior of groups and individuals working therein”.

Tyson and Jackson stated “Organization theory is like a guide for decisions, a set of explanations and statements, based on research and experience, which describe different kinds of working relationships and their consequences.

From the analysis of the definitions it may be stated that organization theory is the study of structure, functioning and performance of organisations and behavior of individuals working therein.
Types of Organisational Theory

Theory is developed on the basis of general belief or truth based on the past and present observations and a prediction of the future. Various organisational theories developed so far have been classified into following types;

1. Classical Organisational Theory.
2. Neo-classical Approach
3. System Approach
4. Modern Organisation Theory
5. Contingency Approach

Classical Organisational Approach

The term classical means something traditionally accepted or long established. The evolution of organizational theory is traced back to second half of the nineteenth century when industry and urbanization started developing considerably. Following are the important theories developed during that period:

Taylor’s Scientific Management Theory

Frederick Winslow Taylor, who was a mechanical engineer by background, introduced an alternative to the prevailing system of management by initiative and incentives based on his work experience in Midvale and Bethlehem Steel Companies in Pennsylvania. He proposed four principles of scientific management:

1. The replacement of rule- of-thumb methods for determining each element of a worker’s job with scientific determination.
2. The scientific selection and training of workers.
3. The co-operation of management and workers to accomplish work objectives, in accordance with scientific methods.
4. A more equal division of responsibility between management and workers, with the former doing the planning and supervising, and latter doing execution.

Also Taylor developed number of techniques like Time study, Motion study, differential piece rate of wages, standardization of tools, equipment, machineries and working conditions to facilitate the process of scientific management.
Fayal’s Administrative Management

Henry Fayal made a systematic analysis of the process of management. His approach to the study of management is also known as the Process or Functional approach. According to Fayal’s view, every business organization consists of six interdependent operations- technical, commercial, financial, security, accounting and administrative or managerial operations.

Fayal proposed fourteen principles of management which had been widely acceptable. These are as mentioned here;

1. Division of work
2. Authority
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interest to general interest
7. Remuneration
8. Centralisation
9. Scalar chain
10. Order
11. Equity
12. Stability over tenure of personnel
13. Initiative
14. Promoting team spirit

Max Weber’s Ideal Bureaucracy

Based on sound reason Max Weber, German sociologist also regarded as father of the concept of bureaucracy, developed a structural model which is called ‘Ideal-type’ and argued that it was the most efficient means for achieving organizational ends. According to this theory the ideal structure of bureaucracy possesses following characteristics:

1. Division of labour
2. Clear authority hierarchy
3. Formal selection procedure

4. Expert training

5. Detailed rules and regulations

6. Impersonal relations

**Neo-Classical Approach**

The classical theories regarded human factor as mechanistic one. The little importance had been given to workers as human beings possessing definite attitude, value sense, feelings and needs. Neo-Classical theories represented a human counterpoint to the classical theorists’ machine view. Elton Mayo and Douglas McGregor contributed significantly to the concept of Neo-Classical theory.

**Elton Mayo and the Hawthorne Studies**

Elton Mayo started the experiments of human relation approach management with a set of experiments undertaken at Western Electric Company’s Hawthorne plant in Cicero, Illinois, between 1924 and 1927. The Hawthorne studies initially to examine the effect of illumination upon workers productivity. Having undertaken experiments with varying intensities of lighting, the engineers reached the conclusion that illumination intensity and workers’ productivity are not clearly related. The Harvard psychologist Elton Mayo was associated in the subsequent experiments with numerous changes in working situation. The observations had been as follows:

1. Physical environment at the work place do not have any impact in influencing workers productivity.

2. Workers’ positive attitude and sense of work-team influence workers efficiency and productivity.

3. Workers’ satisfaction derived from the fulfillment of their social, economic and psychological needs contribute to their morale and efficiency.

4. Compared to monetary rewards, non-monetary ones like job security, recognition and appreciation by authority and freedom of expression motivate workers more.

**Douglas McGregor and Theory X and Theory Y**

One of the most frequently mentioned neo-classical organization theory is Douglas McGregor’s participation theory. Douglas McGregor formulated two basic theories about human beings based on participation of workers. One basically is negative Theory- X and other positive Theory Y. Theory X states that:

1. Employees are fundamentally lazy and inherently dislike work and whenever possible avoid it.

2. Since employees dislike work, they need to be coerced, coerced, controlled or threatened with punishment to achieve organizational goal.
3. Employees avoid making decisions whenever possible and prefer to be directed by managers.

4. Most of them place job security above all and work mainly to ensure this, hey is not interested in achievements.

Theory Y states;

1. Work hard towards objectives to which they are committed.
2. Learn to accept and seek responsibility.
3. Exercise self direction and self control their behavior.
4. Wish their organization to succeed.

McGregor advocates that managers should follow Theory Y assumptions

**Systems Approach**

Kast and Rosenzweig have defined a system as “an organized unitary whole composed of two or more independent parts, components or subsystems and delineated by identifiable boundaries from the environmental super system.

The system approach has the following features:

1. System is a set or group of interrelated and interdependent but separate identifiable elements or parts.
2. All the elements must be arranged in an orderly manner.
3. A proper communication system must be there to facilitate interaction between the elements.
4. The interaction should lead to achievement of common goal set by organization.

**Modern Organisation Theory**

Modern organization theories are an integrative theory and combine the valuable concepts of classical and neo-classical theories. The integrative nature of the theory, attempts to answer the following questions:

1. What are the various parts of the system?
2. What is the nature of their interdependence?
3. What are the linking processes among the parts?
4. What are the goals of the system?
Contingency approach

Early management contributors such as F.W. Taylor, Henry Fayal, Max Weber etc. propounded principles of management and organization and also assumed the same to be universally applicable. However, later research found exceptions to many of these principles.

The best approach to manage organisations is contingency approach or situational approach. This approach considers all factors and circumstances within a situation. Contingencies approach focuses on these following two aspects;

1. It emphasizes attention on specific situational factors that influence the appropriateness of one managerial strategy over the other.

2. It highlights the importance of developing skills for managers in situational analysis.

Role of Constructs of Organisation and Organisation Theory upon Organisation Behaviour

The study of organization and organization theory brings forward the fundamental areas of organization as well as the principles that an organization is necessary to follow and to be maintained for healthy operation of an organization in order to meet desired goals and objectives of organisation. These underline the pattern of environment in an organization that should be kept in existence and also the principle and policy of behaviour of organisation with the organisational people so that an environment of congenial and desired pattern of behavior trend exists in organization.

It encourages the management to confirm that a healthy organization behavior trend is to be created and to be regularly maintained by maintaining suitable organisation system with updated organization theory being kept in practice.

ORGANISATION BEHAVIOR (OB)

All organisations, be these business, educational or government are social systems. These are run by people. A business or industrial organization is a combination men, money, machinery, material and management. The functioning of an organization depends upon how people work or behave in organisations. Human behavior is caused and is highly unpredictable also. Why people behave as they behave has, has been a subject of much concern and research for the organizational scientists since initiation of industrial era. Knowledge about why people behave as they have help managers extract maximum results from people’s efforts for accomplishing organizational goals in an effective manner. In this work it needs to analyse i) why people behave as they behave or why people do what they do at work I organization? and ii) what influence people behavior at work? This constitute the subject matter of organizational behavior.
Definitions of Organisational Behaviour

Organisation behaviour (OB) is concerned with the study of human behaviour at work. In other words, OB is the study and application of knowledge about how people as individuals and as groups behave or act in organisations. Different behavioural scientists have defined OB differently.

According to Luthans, “OB is directly concerned with the understanding, predictions and control of human behavior in organization”.

As defined by Robins, “OB is a field of study that investigates the impact that individuals, groups and structure have on behavior within organization for the purpose of applying such knowledge towards improving an organisation’s effectiveness.

Davis and Newstorm have defined OB as “study and application of knowledge how people act or behave within organization. It is a human tool for benefit. It applies broadly to the behavior of people in all types of organization such as business, government, schools and service organisations.

Key Elements of OB

Organisation behaviour is based upon some key elements which are called “fundamental assumptions or concepts”. The elements are discussed briefly s below:

People

An organization, whatever may be its nature is run by people – individual people as well as people in group. Each person has got his unique identity being separate from others in respect of norms, attitude, personality, behavioural pattern, intelligence, knowledge level or any other trait as such. Because of this individual difference, the subject matter of OB begins with individual. It is because of this individual difference subject matter of OB initiate from individual.

An individual joins an organization with some social background. This society inherited social background influences the likes, dislikes, prides, prejudices practiced by the individual as an employee of the organization making the role of society or social system inseparable over pattern of behavior of individual in organization or individual OB extended by individual in organization.

Structure

Organisations are not indifferent or ensiled from social system and are closely interacting with the social system. Like relationship among people in the society a relationship is also maintained in the organization. The form of relationship of people in organization is called structure. There are two types of relationships existing in organization system - one is formal and the other is informal. The different people or organizational members undergoing organizational jobs are to be interrelated or interconnected with some relation which is specifically stated in organizational performance system and this relation may also be called to be reporting relation or hierarchical relation is termed “organisational structure”.

The people need organisations and also organisations need people to come under close purview of OB which mean OB is based on mutuality of interest.

**Technology**

Technology provides resources with which people work and also affects the tasks that they perform. The great benefit of technology is that it allows people to do more work and better work. Better and more is the updated relevant technology more is its utility in organization. Also once updated relevant and feasible technology is used it becomes people friendly and more acceptable to people because of its convenience in use etc which also promote healthy OB.

**Environment**

All organisations operate within the vicinity of an environment which has got a limited boundary to have it its impact in the form of social and environment impact which is very strong and influencing in playing its role in organizational activities including organizational norms, practices and very significantly upon organizational behavioural practices. Each organization is subjected to some “organizational climate” which is unique for the organization and goes a long way in shaping and nurturing organizational behavior. It may be concluded that if surrounding environment of an organization is taken to be the cause, organizational climate is the effect and also if organizational climate is taken to be the cause organization behavior (OB) is the effect.

To be broader and more specific environment is the cause and OB is the effect.

**Contributing Disciplines to OB**

OB is applied behavioural science. It has drawn heavily from a number of other applied interdisciplinary behavioural disciplines of psychology, sociology and anthropology. Figure ..... 1 presents an overview of the major contributions to the study of organizational behavior. Herewith a brief description of each is given.

**Psychology**

The discipline that has greatest influence o the field of OB is psychology. It is a science that focuses directly on understanding and predicting individual behavior. It has greatly contributed to the interpersonal dynamics of human behaviour. Personality, perception, attitude, opinion, learning and motivation are aspects of inter-personal aspects of OB.

**Sociology**

Sociology is study of people in relation to their fellow human beings. Whereas psychologists focus on the individuals, sociologists study group of individuals. The field of sociology has made valuable contributions to our understandings of group dynamics within organization. Sociology is involved with study of group dynamics, formation of groups, communication, formal and informal organization and the like.
Anthropology

Anthropology is the study of societies to learn about human beings and their activities. Anthropology helps us to understand differences in fundamental values, attitudes and behavior in between people in different regions and organisations. Anthropology takes the use of culture. Culture shows what people learn and the way people at large behave. Organisational culture is unique in nature and and it influences behavior of people in organization.

Other areas studies

Besides psychology, sociology and anthropology there are other disciplines of study which contribute to study of organizational behavior. Economics, political science and history has got much to influence OB. These areas of studies influence behavior of people in organisations when people are exposed to make choice between different critical elements between individuals of organization and organisational decision making processes.
Figure 1. Scope of Organisation Behaviour

Psychology

Organisational Psychology

Organisational Sociology

Organisational Culture

Sociology

Organisational Behaviour

Anthropology

History of organisation & Management

Decision Theory

Power

Political Science

Economics

Source: Organisation Behaviour, S.S.Khanka, Page-8
Foundation of Organisation Behaviour

The subject OB is based upon few fundamental concepts which revolve around the nature of people and organizations. These concepts are not new to field of OB. The basic assumptions distinct to OB are shown in table below:

As noted above foundations of OB are

1. Existing difference between individuals
2. Person as a whole
3. Behaviour of an is caused
4. Dignity of an individual
5. Organisations as social system
6. Mutuality of interest among members of organization
7. Organisation behavior as holistic concept

Item 1 to 4 of above are people centered, item 5 and 6 are concerned with organization and 7 is combination of all from 1 to 6.

A brief explanation of all the above elements of foundations is mentioned herewith.
Individual Differences:

Though people in a same group or society or same organization have much common in nature, yet each individual is separate from other of the same group in several ways. Each individual has got his unique identity. The features of this uniqueness are comprised of individual’s attitude, value sense, intelligence, personality etc. This uniqueness of organizational members desires management of those organisations to recognize and appreciate duly so that it motivates for reasonable OB.

A whole Person

A person comes to an organization as a whole person – a person possessing all his attitude, intelligence, skill, personality, likes and dislikes, prejudices etc. The management is desired to turn the work place a home out of his dwelling home. Management needs to bring out the total personality of the employee, not the worker, as a person on his totality.

Caused Behaviour

The behavior an employee undergoes in the organization is outcome of some definite causes having some specific reasons behind it, behavior of members of organization are not outcome of some random employee desires. It requires that managers should be reasonable enough towards this aspect and should see that organization environment is such that it motivates employees to behave fairly in organization.

Human Dignity

Each employee whatever may be his nature of job that he undergoes or wherever he may stay in organisational hierarchy, he has got his feelings of ownness, own individuality or dignity and respect. This individual dignity needs to be recognised and duly accredited, the absence of which make an employee frustrated and disgruntled causing organisational disharmony and restlessness owing to development of situation leading adverse organizational behavioural situation

Historical Evolution of Organisational Behaviour

With regard to organizational behavior the past will let us know how the practice of Organisation Behaviour had developed and had been subjected to several updatation and changes over a prolong period of time to come to its present state of affair. The study of the process of innovation of OB will help to learn the reasons and processes of incorporation and implementation of different rules, regulation and practices in organizational operation processes and practices in order to regulate OB in an organization. The process of organizational practices has passed through different situations and all these simultaneously had contributed to OB to reach and sustain its present form as observed today.

Human resource in organisations received management’s attention since centuries back. Experts on organization scientists working over human behavior have tried to concentrate upon growth of the subject only from the beginning of nineteenth century since early part of nineteenth century is
significant because it was during this period that the Industrial Revolution took place that resulted in the total transformation of the industrial revolution.

**Industrial Revolution**

Industrial Revolution initiated into OB the concept of materialism, discipline, monotony, boredom, job displacement, impersonality, work interdependence, and related behavioural phenomenon. Industrial revolution was responsible for sowing the seed for potential improvement. As advocated by Andrew Ure in his work *The Philosophy of Manufacturers*, the human factor is a factor of production, besides the mechanical and commercial parts. The managements of industries since this period started learning that not the profit alone but also people desired also to be required to be taken into account as Key element.

**Taylor’s Scientific Management**

As discussed in this work and in this chapter earlier, it has been observed that Taylor initiated several concepts in operation and practice of organization which has been published in his work “Principle of Scientific Management”. Taylor’s ideas are practiced even today since still in present practice of industrial management basic concepts introduced during the scientific management era are in use in efforts to become even more efficient.

**Human Relation Movement**

Human relation movement is characterized by heavy emphasis on employee cooperation and morale. Under this people need to be treated as human beings not as machineries. Attention needs to be given to their problems and requirements involving them in decision making matters relating to working conditions. There are varied and complex reasons for this human relation positions. Historically, three of the most important contributing factors would be Great Depression, the labour movement, the result of famous Hawthorne Studies.

The Depressions, as observed in industrial scenarios, are because of wide spread unemployment, decline of purchase power, collapse of markets and lowering of living standard of people. It is a phenomenon worldwide; it is not a story of any individual country. Depression’s aftermath of unemployment and insecurity brought to the surface human problems that managers were forced to recognize and cope with. Human relations took an increased significance as an indirect, and in some cases, direct result of the depression.

Labour movement rise from feelings that continued exploitation made workers realize that their protection lay in their own hands. They formed strong trade unions and this had desired effect on management. Management began to lay primary emphasis on employees’ relations and secondary attention was given to wages, hours of work and conditions of employment.

Although The Depression and labour movement were at last, important indirect causes of practice of human relations, the Hawthorne studies dominate the academic discussion on historical development.
The studies gave academic status to the study of organizational behavior. The study and its outcome over organizational behavior have been discussed at the beginning of this chapter.

**Foundations of Individual Behaviour**

**Personal Factors**

- i) Age
- ii) Sex
- iii) Education
- v) Abilities
- v) Marital Status
- vi) No. of Dependents
- vii) Creativity

**Psychological**

- i) Personality
- ii) Perception
- iii) Attitudes
- iv) Values
- v) Learning

**Organizational systems And Resources**

- i) Physical Facilities
- ii) Organisation Structure & Design
- iii) Leadership
- iv) Reward System

**Environmental Factors**

- i) Economic
- ii) Social Norms and Cultural Values
- iii) Political

V) Work Related Behaviour

Source: Organisation Behaviour, K.Aswathappa, page-67
Individual behavior is influenced by four factors as is observed above – i) Personal factors, ii) Organisational systems and resources, iii) Psychological factors and iv) Environmental factors. Out of the above four first two factors are what and how these are existing respectively in the individual and the organization. The personal factors possessed by an individual like his age, sex, ability, education, marital status, no of dependents etc. are in no way factors which the individual himself can change. Also the factors involving organizational systems and resources are what the organization wants to exist. Whatever is there in existence in organization, are shared by all organizational members. It is totally at discretion of managed how best these should be in existence.

The other two factors having role upon individual behavior in organization are Psychological factors and environmental factors.

Some of the elements of values of psychological factors possessed by an individual may be enlisted as:

Value sense

Individual flexibility and accommodativeness

Attitude

Norms

Personality

Knowledge

Behavioural Pattern

Also the elements of environmental factors having role upon individual behavior can be taken for consideration areas below:

Poverty

Unemployment

Population explosion

Communalism, secularism and regionalism

Unrest and agitation

Political influence

Education or literacy

Urbanisation
Crime and criminal

Corruption

Socio-economic growth

Favourable role of functional institutions

Role of Government in Building favourable industrial relation

**Dimensions or Factors of Organisational Behaviour Extended by Individuals Organisational Members Being Influenced by Social System**

The dimensions in order of classification as mentioned above can be mentioned as below:

**Elements of psychological and cultural values of an individual developed under the influence of social system which regulate human behavior in organization**

- Value sense
- Individual flexibility and accommodativeness
- Attitude
- Norms
- Personality
- Knowledge
- Behavioural Pattern

**Elements of environmental factors developed under the influence of social system which regulate individual behavior in organisation**

- Poverty
- Unemployment
- Population explosion
- Communalism, secularism and regionalism
- Unrest and agitation
- Political influence
Education or literacy

Urbanisation

Crime and criminal

The behavior of an individual in the organization may be studied in perspective of being influenced by the social system. The dimensions of social system which can influence individual behavior in organization may

**Elements of Social System and Organisational Behaviour**

The elements of social systems which normally influence behavioural pattern of individuals during their process of interaction with others – either the fellow members of same society or other society or fellow members of the different organisations where they are associated either for their employment or for any other purpose etc. are identified in the preceding discussion. The role of each of the above elements are not same, may be a particular element is vital with respect to individual or organizational behavior in some particular society and is vulnerable to same behavior in other society. Also Hence with respect to some society or some organization the a particular element may be much essential in its role and in some other the same element is not at all essential.

But there are some elements which are essential or significant with respect to their role over or influencing individual or organizational behavior in all societies and all types of individual and organizational behaviours. The study of these elements of social system as elements or factors or dimensions of organizational behavior is essential in study of organizational behavior in organisations located in different societies amid different social and environmental systems or localities. Hence it needs to identify these dimensions and make an intensive study over the universality of these dimensions to explore the causes and effects over organizational behavior thereof.
Bibliography


