

SCIENTIFIC THEORIES AND MODULATIONS: AN APPROACH TO ORGANIZATIONAL ANALYSIS AND MANAGEMENT

V. Rathore
 Associate Professor
 School of Engineering and Technology
 Jagran Lakecity University, Bhopal-India 462044
 drvandana@jlu.edu.in

ABSTRACT

When there are activities of two or more persons, the organization starts growing. Organizations may have simple or multifaceted, micro or macro characteristic. Human behavior is generally motivated by a desire to attain a goal. Organizations hold opposing views in the quality of organizational behavior that they grow. These differences are significantly caused by diverse representation of organizational behaviour that dominant management's thought in each organization. The individual does not always willfully know the specific goals. The present review will talk about how to understand Organizational behaviour with their scientific behaviour and various models.

Key Words: Organizational Behaviour, Models of OB, Theories of OB

Introduction:

Organizational behavior is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. It is drawn from other disciplines to create a unique field and also said to have multidisciplinary approach. For example, when we review topics such as personality and motivation, we will again review psychological part. The theme of team processes relies greatly on the field of sociology and in decision, making it will come-across the influence of economics. When we study power and influence in organizations, it comes from the discipline political sciences [1-4]. Even medical science contributes to the field of organizational behavior, particularly to the study of stress and its effects on individuals. The study of organizational behavior includes several outcomes such as work attitudes, job satisfactions and organizational commitments, job performance and outcome of the task. There are three key levels of analysis in organizational behaviour which includes individuals, groups and organizational structure.

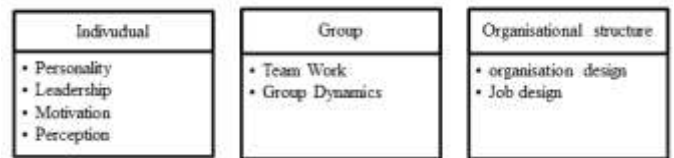


Fig. 1 Scope of Organizational behavior

They are examining the individual, the group, and the organization. Organizational behavior helps to investigate 'why' and 'how' an individual behaves in a particular way. Thus, it could be understood at the individual level, interpersonal level, group level and inter-group level [5].

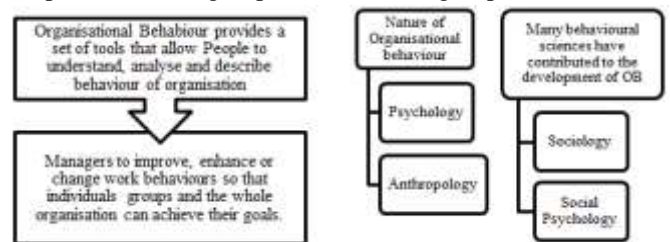


Fig. 2 (i) and 2 (ii): Natures of OB

Various Models of Organizational Behavior:

In an autocratic model, the manager has the power to command his subordinates to do a specific job. Management believes that it knows what is best for an organization and therefore, employees are required to follow their orders. The

psychological result of this model on employees is their increasing dependence on their heads. Its main weakness is its high human cost. This model focuses better employee satisfaction and security. Under this model organizations satisfy the security and welfare needs of employees. Hence, it is known as custodian model. This model leads to employee dependence on an organization rather than on boss. As a result of economic rewards and benefits, employees are happy and contented but they are not strongly motivated. The dependency of supportive model is on leadership instead of the power and money. This modulation assumes that employees will take responsibility, develop a drive to contribute and improve them if management will give them a chance. The term collegial relates to a body of persons having a common function and works on team concept. The psychological result of the collegial approach for the employee is strength of will. In this, type of environment employees normally feel some degree of fulfillment and worthwhile contribution towards their work hence results in enhanced enthusiasm of employees. The selection of model by a manager is determined by a number of factors including vision, mission and philosophy of manager. In addition, environmental conditions help in determining which model will be the most effective model [6-7].

Classical Organization Theory:

The conventional approach organization will look like as a machine and human beings as mechanism of that machine. They think that effectiveness of the organization can be increased by making human beings competent. It emphasis on specialization and co-ordination of the activities. Most of them gave emphasis on efficiency at the top level and few at down level. This theory has two branches one scientific management and second administrative management [8].

Pillars of Organization Theory:

This organizational theory is made up of four key pillars division of work, scalar and functional processes, structure and span of control. According to division of labor work must be divided to obtain specialization with a view to improve the performance of workers. Various activities of a job are specified and subdivided into different components so that these may be assigned to different persons. The workers will go on repeating their work under division of labour [9]. The scalar process refers to the expansion of chain of command, delegation of authority, unity of command and obligation to report. In this grading of duties according to the degree of

authority and responsibility will be performed. It generates higher subordinate relationship in the organisation. The functional process deals with the division of organisation into specialised parts and regrouping of the parts into compatible units. The basic structural element in the classical theory is position. Each position is assigned a specific task and authority is delegated for its accomplishment. The effectiveness with which these tasks will be skilled will determine the success of the organisation. Disadvantages are they did not try to find out the reasons if a particular structure is more effective than others. This theory did not lay emphasis on decision-making processes.

Modern Organization Theory:

The characteristic of modern organisation theory are its intangible logical base, its reliance on empirical research data and, above all, its integrating nature. These qualities are framed in a philosophy which accepts the foundation that the only meaningful way to study organisation is to study it as a system. This theory may be understood in two ways the one systems approach and second contingency approach [10].

Systems Approach:

This approach investigate the organisation in its total value. The mutually dependent variables are properly analysed with respect of both internal and external variables. This theory posses a much higher conceptual level as compared to earlier theories. Organisation as a system can well be understood by identifying various sub-systems within it. Each sub-system may be identified by certain processes, norms, roles and structures. Four important components in an organisation includes human inputs, technological inputs, organisational inputs, and social structure.

Contingency Approach:

Even though systems approach presents a better understanding of organizational and managerial functioning but it does not provide solution for all types of organizational structures. Systems approach offers models which may not suit every type of organization. A structure suitable for one unit may not be suitable for another. Contingency approach suggests an organizational design which suits a particular unit. A structure will be suitable only if it is tailor made for an enterprise. The influence of both internal and external factors should be considered while framing a suitable organizational

structure. These features seriously influence a decision for the selection of an appropriate organization for an enterprise.

Conclusion:

Organizational behaviour matters at three critical levels. It matters because it is all about things you care. This can help you become a more engaged organizational member. Getting along with others, getting a great job, lowering your stress level, making more effective decisions, and working effectively within a team...these are all great things, and OB addresses them. It matters because employers care about OB.

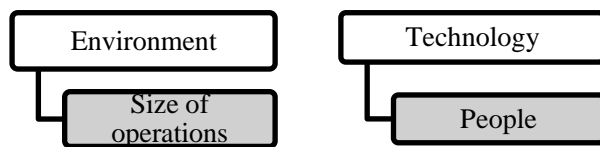


Figure 4: The factors, which influence an organization

After reading this paper, you will be able to understand and answers to the following things about organizational behaviour. (i) What is organizational behavior (OB)? (ii) Why does organizational behavior matter? (iii) How can I maximize my learning in this course? (iv) What research methods are used to study organizational behavior? 5. What challenges and opportunities exist for OB? Finally, it matters because organizations care about OB. The best companies in the world understand that the people make the place. How do we know this? Well, we know that organizations that value their employees are more profitable than those that do not.

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