



UNIT-2

Organisational Behavior

Models in Organizational Behavior (OB):

Organizational Behavior encompasses various theories and models that explain and predict human behavior within organizations. These models provide frameworks for understanding different aspects of organizational behavior and guiding managerial practices. For example, Maslow's Hierarchy of Needs theory explains human motivation based on a hierarchical structure of needs, while Herzberg's Two-Factor Theory distinguishes between motivators and hygiene factors that influence job satisfaction. McGregor's Theory X and Theory Y contrast two different assumptions about employee motivation and behavior, and Lewin's Change Management Model describes a three-step process of unfreezing, changing, and refreezing to manage organizational change effectively. By applying these models, organizations can gain insights into employee behavior and develop strategies to enhance organizational effectiveness.

Maslow's Hierarchy of Needs:

Overview: Proposed by Abraham Maslow, this model suggests that human needs can be arranged in a hierarchical order, with lower-order needs (such as physiological and safety needs) needing to be satisfied before higher-order needs (such as belongingness, esteem, and self-actualization) become motivating factors.

Application: Managers can use this model to understand employee motivations and design strategies to fulfill different levels of needs, thereby enhancing employee engagement and satisfaction.

Herzberg's Two-Factor Theory (also known as Motivation-Hygiene Theory):

Overview: Frederick Herzberg identified two sets of factors that influence job satisfaction and dissatisfaction: motivators (such as achievement, recognition, and responsibility) and hygiene factors (such as salary, working conditions, and company policies). According to Herzberg, motivators lead to job satisfaction, while hygiene factors prevent dissatisfaction but do not necessarily lead to satisfaction.

Application: Managers can use this theory to identify factors that contribute to employee satisfaction and dissatisfaction and design job roles and environments that promote intrinsic motivation and job satisfaction.

McGregor's Theory X and Theory Y:



Overview: Douglas McGregor proposed two contrasting assumptions about employee motivation and behavior. Theory X assumes that employees are inherently lazy, dislike work, and need to be closely supervised and controlled. In contrast, Theory Y assumes that employees are self-motivated, enjoy work, and can be trusted to take responsibility and initiative.

Application: Managers can use McGregor's theories to reflect on their assumptions about employees and adjust their leadership styles and management practices accordingly to empower and motivate employees effectively.

Lewin's Change Management Model (also known as Unfreeze-Change-Refreeze Model):

Overview: Developed by Kurt Lewin, this model describes a three-step process for managing organizational change. It involves unfreezing the existing state, implementing the change, and refreezing the new state to make it permanent.

Application: This model provides a structured approach for managing change initiatives within organizations, helping managers to understand the complexities of change and navigate resistance effectively.

Vroom's Expectancy Theory:

Overview: Victor Vroom's theory suggests that individual motivation to exert effort is determined by the expectation of achieving desired outcomes (expectancy), the belief that effort will lead to desired performance (instrumentality), and the perceived value of the outcomes (valence).

Application: Managers can use this theory to understand how employees perceive the relationship between effort, performance, and rewards, and design reward systems that align with employees' expectations and motivations.