



UNIT-2

Organisational Behaviour

Approaches to Organizational Behaviour (OB):

There are several approaches to Organizational Behaviour that provide different perspectives on managing human behaviour within organizations. The traditional approach focuses on principles of scientific management, bureaucratic organization, and classical theories of motivation. In contrast, the human relations approach emphasizes the importance of social factors, employee satisfaction, and group dynamics in influencing behaviour and performance. The contingency approach recognizes that there is no one-size-fits-all solution and emphasizes the need to adapt management practices to fit the unique circumstances of each organization. Finally, the systems approach views organizations as complex systems comprised of interconnected and interdependent parts, emphasizing the holistic understanding of organizational behaviour. By considering these different approaches, organizations can develop tailored strategies to effectively manage their human resources and achieve their goals.

Traditional Approach:

Scientific Management: Developed by Frederick Taylor, scientific management emphasizes the systematic study of work processes to improve efficiency and productivity. It focuses on optimizing task performance through time-and-motion studies, standardization of work methods, and incentives based on performance.

Bureaucratic Organization: Max Weber's bureaucratic theory emphasizes the importance of clear hierarchical structures, formal rules and procedures, division of labor, and impersonal relationships within organizations. Bureaucratic organizations are characterized by stability, predictability, and rationality in decision-making.

Classical Theories of Motivation: Early theories of motivation, such as Taylor's theory of scientific management and Henri Fayol's principles of management, focused primarily on extrinsic motivators such as monetary rewards and job design to enhance employee performance.

Human Relations Approach:

Hawthorne Studies: The Hawthorne studies conducted by Elton Mayo and his colleagues highlighted the significance of social factors and employee satisfaction in influencing behaviour and performance. These studies demonstrated the impact of factors such as group norms, leadership styles, and interpersonal relationships on employee motivation and productivity.



Maslow's Hierarchy of Needs: Abraham Maslow's theory of human needs proposes a hierarchical structure of needs, ranging from physiological needs to self-actualization. Maslow argued that individuals are motivated to fulfill these needs in a sequential order, with higher-level needs emerging once lower-level needs are satisfied.

Herzberg's Two-Factor Theory: Frederick Herzberg's theory distinguishes between motivators (factors that contribute to job satisfaction, such as recognition and opportunities for advancement) and hygiene factors (factors that prevent dissatisfaction, such as salary and working conditions). Herzberg argued that true job satisfaction comes from motivators rather than hygiene factors alone.

Contingency Approach:

Contingency Theory: Contingency theorists, such as Fred Fiedler and Joan Woodward, propose that there is no one best way to organize or manage organizations. Instead, effective management practices depend on the unique circumstances or contingencies faced by organizations, such as their size, technology, environment, and goals.

Situation Leadership Theory: Developed by Paul Hersey and Kenneth Blanchard, situational leadership theory posits that effective leadership depends on matching leadership style to the maturity or readiness level of followers. Leaders may need to adapt their leadership behaviours based on the task at hand and the competence and commitment of their followers.

Systems Approach:

Systems Theory: The systems approach views organizations as complex systems comprised of interconnected and interdependent parts. It emphasizes the importance of understanding the interactions and relationships among these parts to achieve organizational goals. Systems theorists, such as Ludwig von Bertalanffy, argue that organizations exhibit properties of synergy, feedback loops, and adaptation to their environments.