



SNS COLLEGE OF ENGINEERING

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DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA101- MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

I YEAR /I SEMESTER

UNIT 3- INDIVIDUAL BEHAVIOR

Topic 3.1: Introduction, Definition and nature of Individual behaviour



ORGANISATIONAL BEHAVIOUR



DEFINITION

OB is concerned with the study of what people **do** in an organization (social system) and how that behavior affects the performance of the organization (its effectiveness and efficiency).

- Individual Behavior
- Individual and group behavior
- Organizational structure

OB is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness and efficiency.



NEED & IMPORTANCE OF OB



1. Better working environment.
2. Lesser resistance towards erection of new technology.
3. Higher individual efficiency.
4. Higher organisational efficiency.
5. Higher individual productivity.
6. Higher profitability.
7. Better organisational culture.
8. Better organisational climate
9. Better employee-employer relationship.
10. Better cross functional relationships.



ORGANISATIONAL BEHAVIOUR



11. Higher commitment
12. Higher involvement.
13. Higher innovation
14. Lesser errors and accidents
15. Higher job satisfaction
16. Higher morale.
17. Employees are more sincere, serious and systematic



GOALS OF OB



- ◀ Describe People Behaviour
- ◀ Understand People Behaviour
- ◀ Predict People Behaviour
- ◀ Control People Behaviour



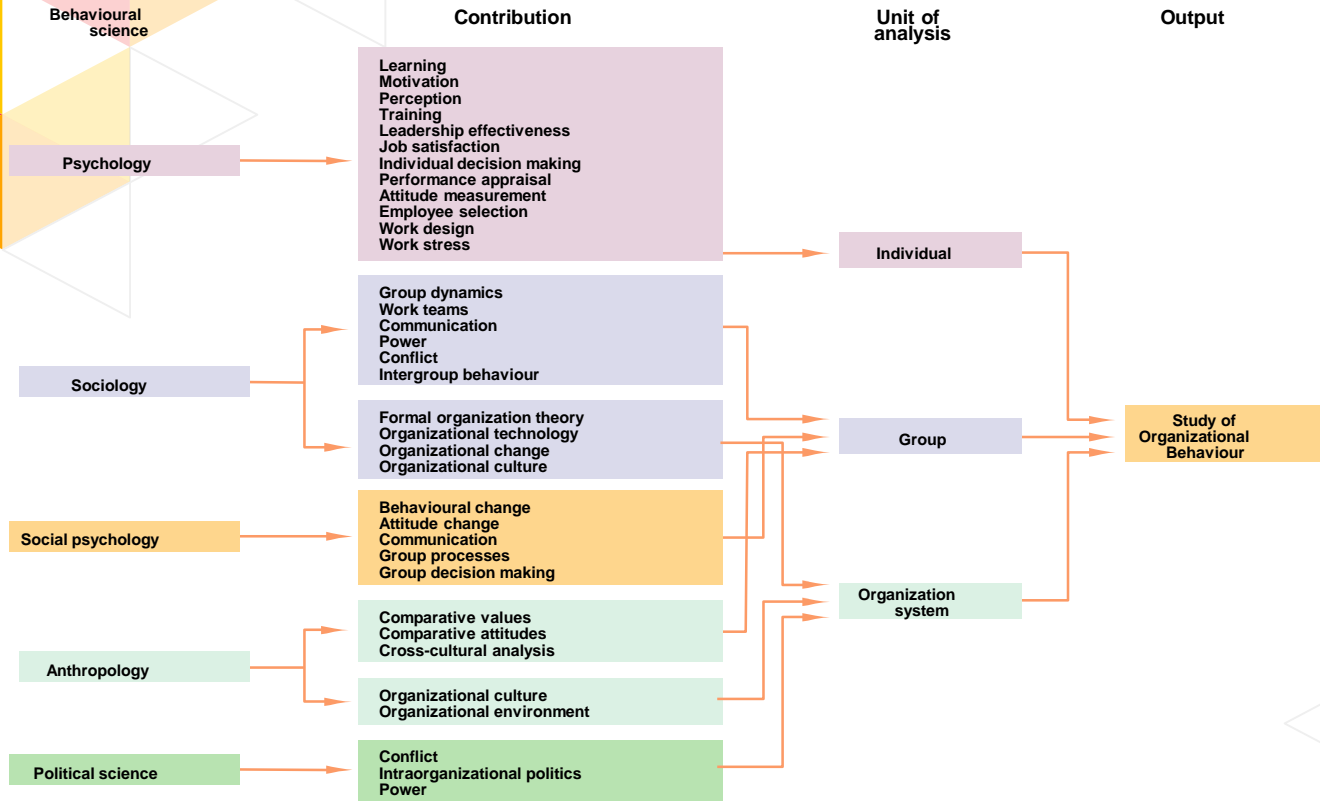
NATURE OF OB



- ◀ A field of study and not a discipline.
- ◀ Interdisciplinary approach
- ◀ As applied science
- ◀ Normative and value centered
- ◀ Humanistic and optimistic
- ◀ Oriented towards organisational objectives
- ◀ A total system approach



CONTRIBUTING DISCIPLINES OF OB





INDIVIDUAL BEHAVIOUR



- ◀ Organizational behaviour is the study of both group and individual performance and action within an enterprise.
- ◀ This field of study scans human behaviour in the working atmosphere.
- ◀ It determines its effect on job structure, performance, communication, motivation, leadership, decision making abilities etc.
- ◀ The way an individual behaves and behavior as a group have two perspectives – internal and external.
- ◀ It is analyzed at three different levels –
 - ◀ Individual level of analysis
 - ◀ Group level of analysis
 - ◀ Organizational level of analysis



INDIVIDUAL BEHAVIOUR



- ◀ Individual level of analysis:
 - ◀ At the individual level of analysis, organizational behavior includes the study of learning, perception, creativity, motivation, and personality.
 - ◀ In addition, it also includes the study of turnover, task performance and evaluation, coordinated behavior, deviant work behavior, ethics, and cognition.
- ◀ Group Level of Analysis
 - ◀ At the group level of analysis, organizational behavior includes the study of group gesture, intra-group and intergroup dispute and attachment.
 - ◀ It is further extended to the study of leadership, power, norms, interpersonal communication, networks, and roles.



INDIVIDUAL BEHAVIOUR



- ◀ Organizational level of analysis:
 - ◀ organizational behavior includes the study of organizational culture, structure, cultural diversity, inter-organizational cooperation and coordination.
 - ◀ It further includes the study of dispute, change, technology, and external environmental forces.



INDIVIDUAL BEHAVIOUR



- ◀ One of the earliest formulas was: performance = person X situation
 - ◀ Person: individual characteristics
 - ◀ Situation: external influences on the individuals behavior
- ◀ Another formula
 - Performance = ability X motivation
 - The skill-and-will model
- ◀ AMO model
 - Ability-motivation-opportunity
 - Limited interpretation of the situation



MARS model of individual behaviour and performance



◀ MARS

Four variables

- ◀ Motivation
- ◀ Ability
- ◀ Role perception
- ◀ Situational factors

◀ **Employee motivation**

- ◀ Motivation: the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
- ◀ Direction refers to the path along which people steer their effort. Motivation is goal-directed.
- ◀ Intensity is the amount of effort allocated with the goal.
- ◀ Persistence refers to the length of time that the individual continues to exert effort toward an objective. Employees sustain their effort until they reach their goal or give up beforehand.



◀ **Ability**

- ◀ The natural aptitudes and learned capabilities required to successfully complete a task.

Aptitudes are the natural talents.

◀ **Role perceptions**

- ◀ The degree to which a person understands the job duties assigned to or expected of him/her.

◀ Role clarity exists in three forms:

- ◀ When employees understand the specific duties or consequences for which they are accountable.
- ◀ When employees understand the priority of their various tasks and performance expectations.
- ◀ Understanding the preferred behaviors or procedures for accomplishing tasks.

◀ **Situational factors**

- ◀ Individual behaviour and performance depend on the situation.



THANK YOU