

Organizational Human Behavior management

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Lecture 1

***Introduction to
Organizational Behavior***



The Field of Organizational Behavior

Organizational Behavior studies the influence that individuals, groups and structure have on behavior within organizations.

Its chief goal is to apply that knowledge toward improving an organization's effectiveness.

Focal Points of OB

- Jobs
- Work
- Absenteeism
- Employment turnover
- Productivity
- Human performance
- Management



Complementing Intuition with Systematic Study

- Intuition: the “gut feeling” explanation of behavior.
- Systematic study improves ability to accurately predict behavior.
 - Assumes behavior is not random.
 - Fundamental consistencies underlie behavior.
 - These can be identified and modified to reflect individual differences.

Systematic Study

- Examines relationships.
- Attempts to attribute causes and effects.
- Bases conclusions on scientific evidence:
 - On data gathered under controlled conditions.
 - Data is measured and interpreted in a reasonably rigorous manner.

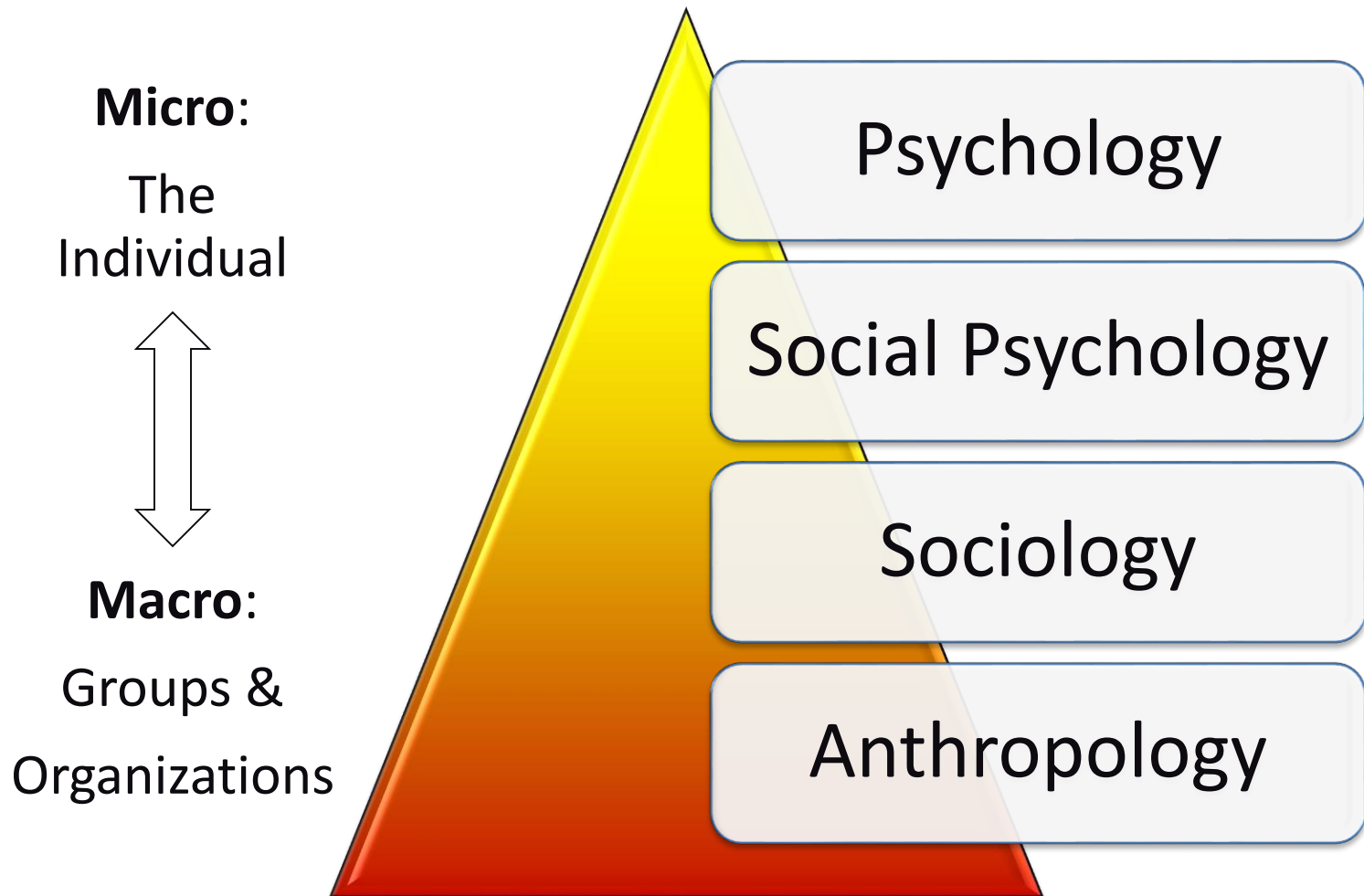


Evidence-Based Management



- Complements systematic study.
- Bases decisions on the best available scientific evidence.
- Forces managers to become more scientific in their thinking.

Contributing Disciplines to the OB Field



Few Absolutes in OB

- Impossible to make simple and accurate generalizations
- Human beings are complex and diverse
- OB concepts must reflect situational conditions:
contingency variables



Challenges and Opportunities for OB

- The workplace is contains a wide mix of cultures, races, ethnic groups, genders and ages
- Employees have to learn to cope with rapid change due to global competition
- Corporate loyalty has decreased due to corporate downsizing and use of temp workers
- Managers can benefit from OB theory and concepts

Responding to Globalization



- Increased foreign assignments
 - Differing needs and aspirations in workforce
- Working with people from different cultures
 - Domestic motivational techniques and managerial styles may not work
- Overseeing movement of jobs to countries with low-cost labor

Managing Workforce Diversity

Workforce diversity:

organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, ethnicity, and sexual orientation



Diversity Implications



“Managers have to shift their philosophy from treating everyone alike to recognizing differences and responding to those differences in ways that ensure employee retention and greater productivity while, at the same time, not discriminating.”

OB Offers Insights Into:

- Improving quality and productivity
- Customer service and building a customer-responsive culture
- Developing people skills



OB Aids in Dealing With:

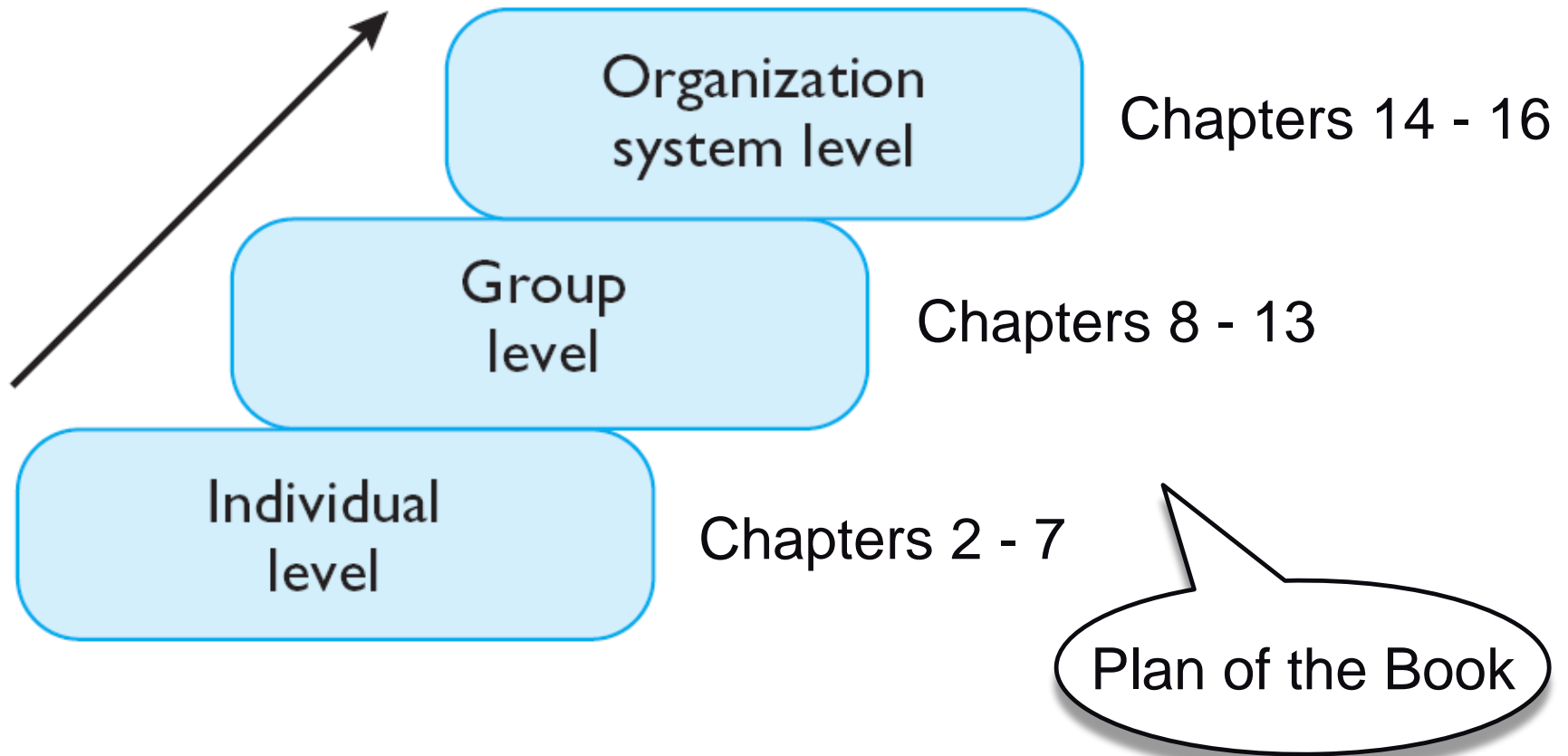


- Stimulating Innovation and Change
- Increasing “temporariness” in the workplace
- Helping employees balance work-life conflicts
- Improving ethical behavior

Thinking Positive

- Creating a positive work environment can be a competitive advantage
- ***Positive Organizational Scholarship*** (Positive OB):
 - Examines how organizations develop human strengths, foster vitality and resilience, and unlock potential.
 - Focus is on employee strengths, not their weaknesses.

Three Levels of OB Analysis



Implications for Managers

- OB helps with:
 - Insights to improve people skills
 - Valuing of workforce diversity
 - Empowering people and creating a positive work environment
 - Dealing with labor shortages
 - Coping in a world of temporariness
 - Creating an ethically healthy work environment



Keep in Mind...

- OB's goal is to understand and predict human behavior in organizations.
- Fundamental consistencies underlie behavior.
- It is more important than ever to learn OB concepts.
- Both managers and employees must learn to cope with temporariness.

Organizational Attitudes & Behavior

- Organizational Attitudes
 - Job Satisfaction
 - Organizational Commitment
 - Job Involvement
 - Organizational Justice
- Organizational Behavior
 - Organizational Citizenship Behavior
 - Workplace Violence

Why Do We Study Attitudes?

- Are attitudes important?
- Criteria for evaluating the impact of employee attitudes
 - Job Performance
 - Turnover
 - Absenteeism
 - Organizational Citizenship Behavior?

Organizational Citizenship Behavior

- Altruism
- Conscientiousness
- Courtesy
- Sportsmanship
- Civic Virtue

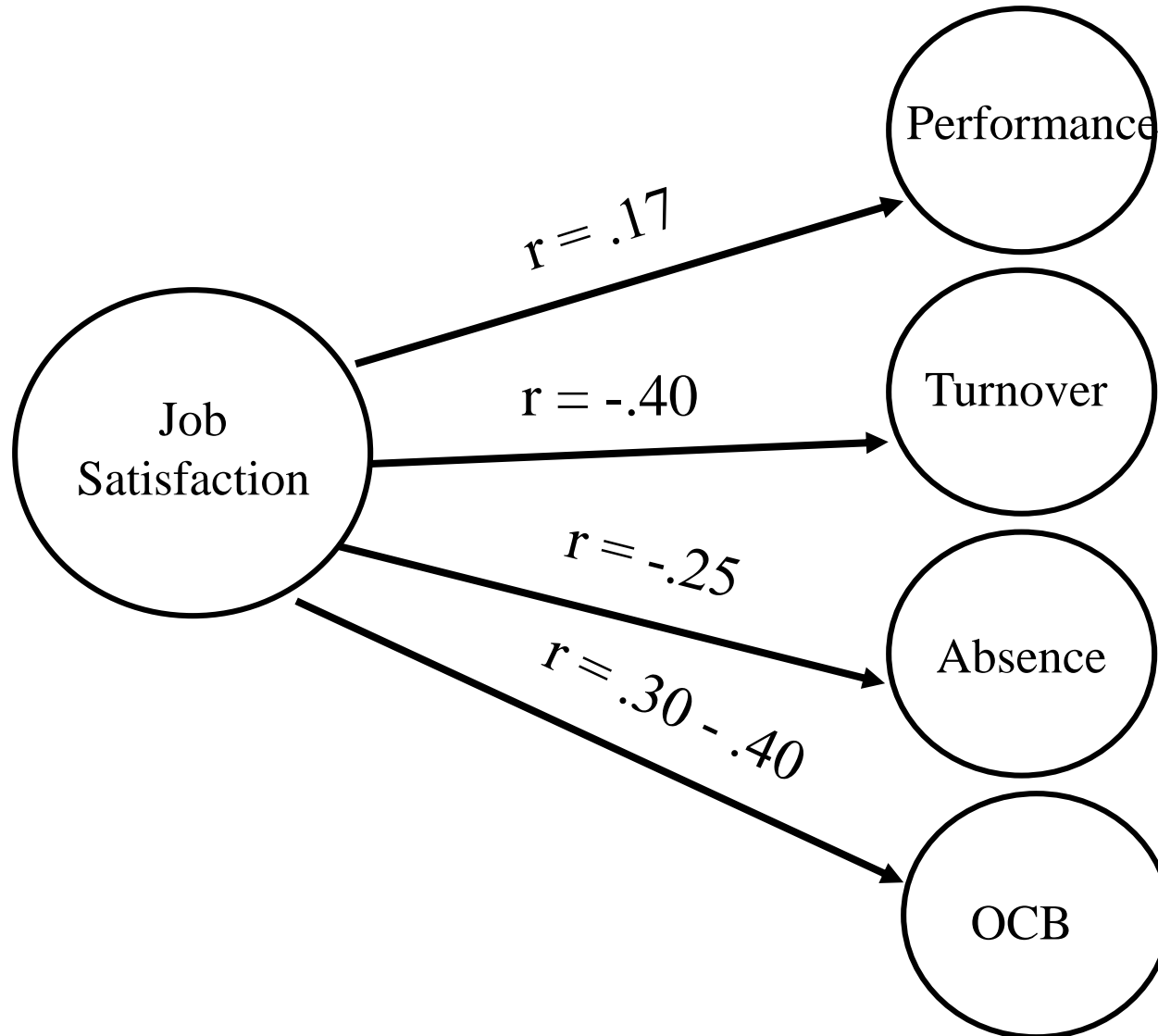
Factors Influencing Attitudes and Behavior

- Personality
 - Big 5
- Situational Characteristics
 - Job Characteristics
 - Organizational Characteristics
- Leadership
 - Supervisor/Manager Behavior

Job Satisfaction

- Facet Satisfaction
 - Pay
 - Coworkers
 - Involvement
 - Opportunities for Advancement
 - Supervisor
- Global Satisfaction

Job Satisfaction's Impact on Behavior



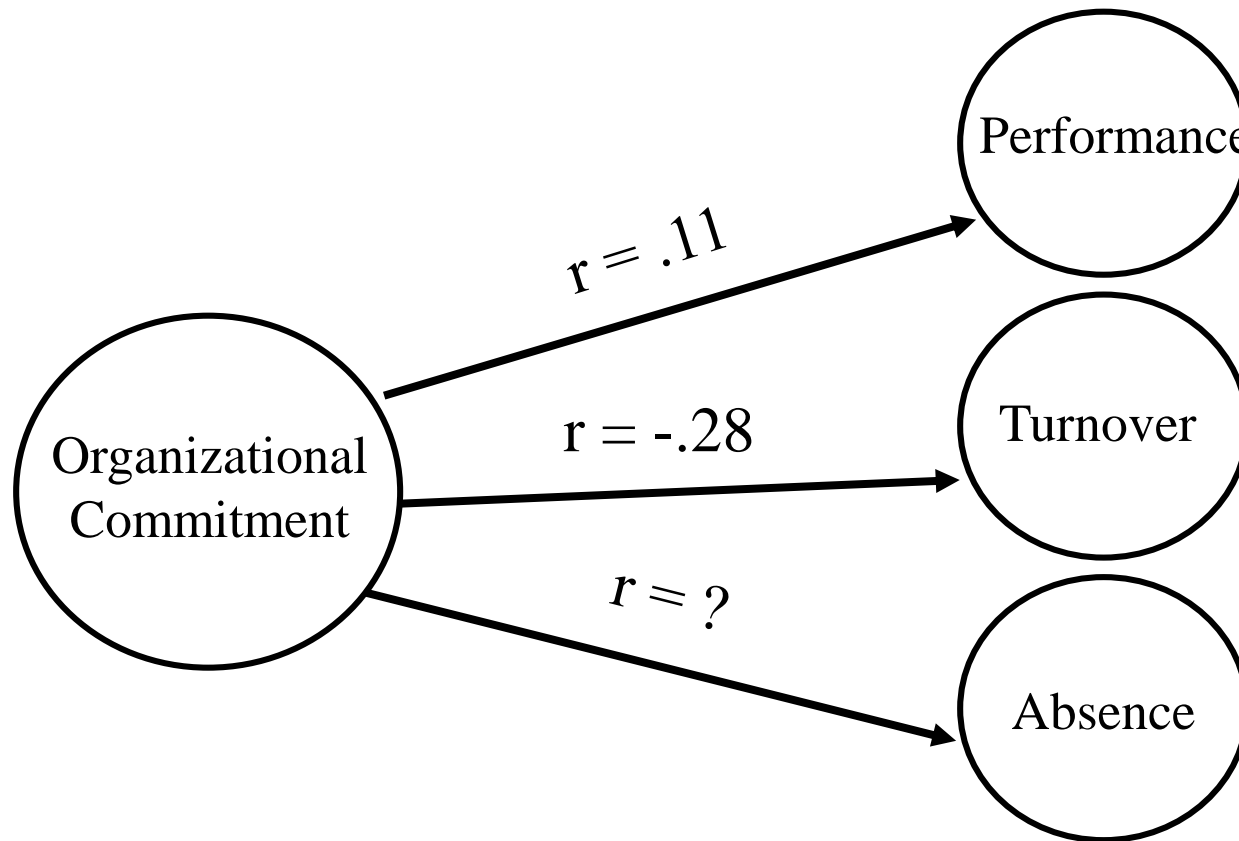
Situational Antecedents of Job Satisfaction

- Providing adequate training
- Reward/Recognizing employees
- Supporting innovation
- Employee involvement in decision making
- Inspiring & communicating a shared vision
- Trust in management
- Supervisor-employee “fit”

Organizational Commitment

- Components of commitment
 - Affective
 - Normative
 - Continuance

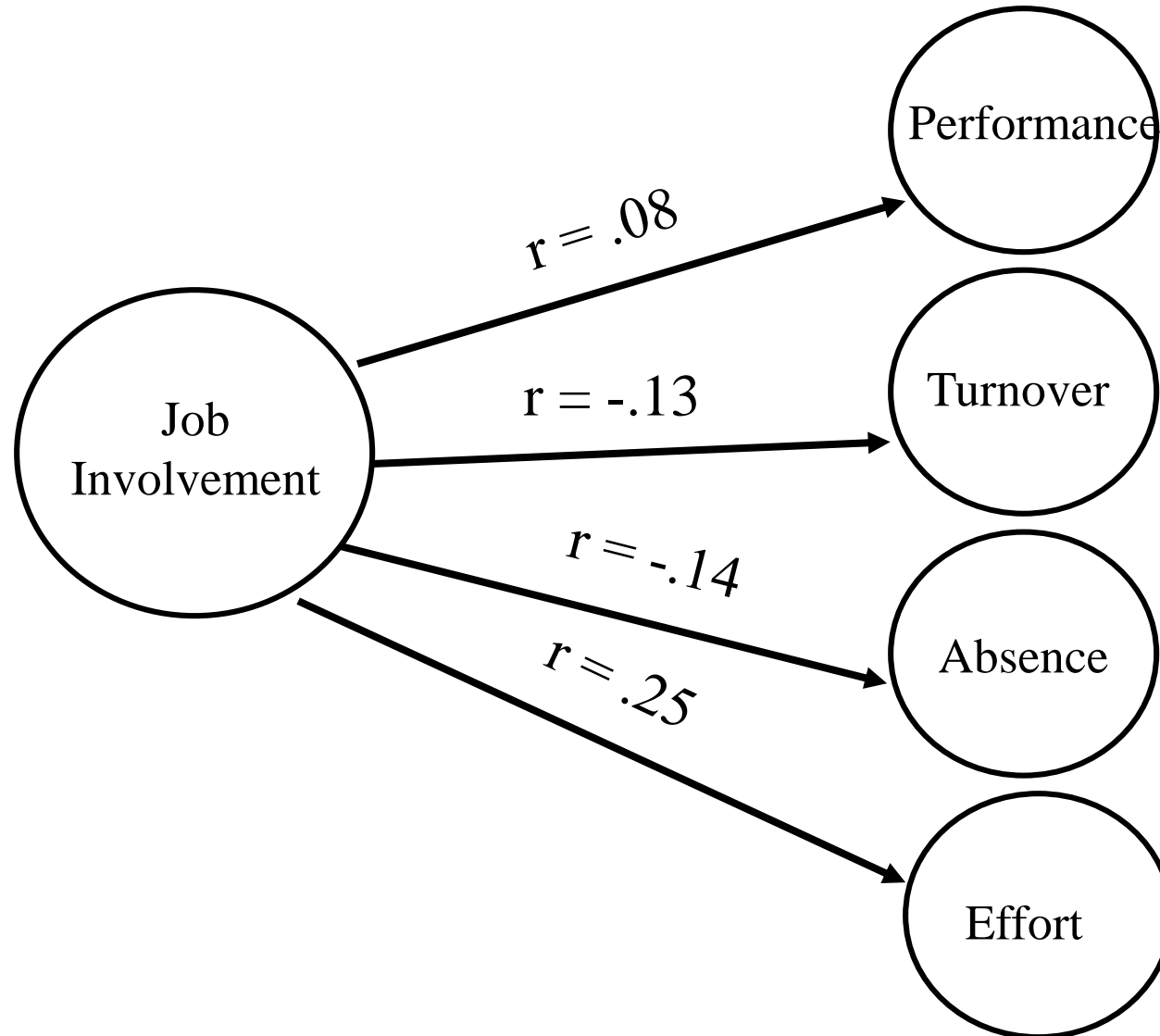
Organizational Commitment's Impact on Behavior



Job Involvement

- Job Involvement vs. Work Involvement
 - Job Involvement - function of how much current job can satisfy needs
 - Work Involvement - belief about the value of work in one's life

Job Involvement's Impact on Behavior



Situational Antecedents of Job Involvement

- Focuses on the job's ability to satisfy certain psychological needs
 - Sense of meaningfulness
 - Control of work processes
 - Feedback about accomplishments
 - Personal growth & development
 - Supportive relationships

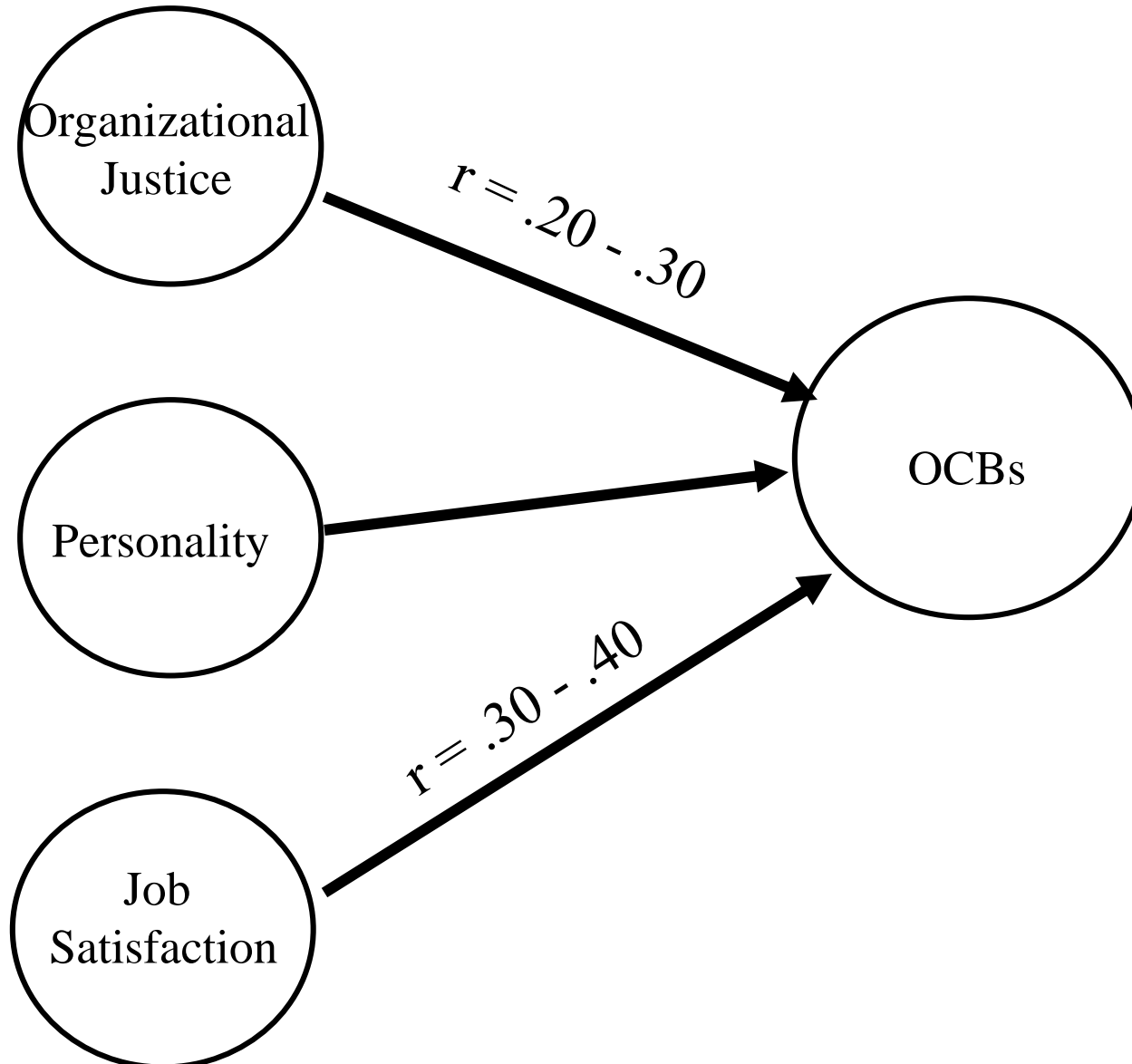
Organizational Justice

- Distributive Justice
 - Equity distribution
 - Equality distribution
 - Need distribution
- Procedural Justice
 - Input
 - Structure

Organizational Citizenship Behavior

- Altruism
- Conscientiousness
- Courtesy
- Sportsmanship
- Civic Virtue

Determinants of OCB



Summary

1. Defined Organizational Behavior (OB).
2. Explained the value of the systematic study of OB.
3. Identified the contributions made to OB by major behavioral science disciplines.
4. Described how OB concepts can help make organizations more productive.
5. Listed the major challenges and opportunities for managers to use OB concepts.
6. Identified the three levels of analysis in OB.

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