



**IMPACT OF ORGANIZATIONAL BEHAVIOR ON THE KNOWLEDGE MANAGEMENT
ENVIRONMENT**

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Abstract- The composition of the workforce has undergone a huge change. The industrial worker of today is more educated than his counterpart. The mix of the skills has also changed. If a manager desires to be effective, he must understand the behavioral angularities of the employees. In a nutshell, to be efficient as well to be effective, a manager cannot remain content with having the knowledge of his area of work only. Typically, the discipline of Organizational Behaviour (OB) attempts to accumulate the knowledge about human behaviour at work from which the manager can draw insights for understanding, predicting and controlling human behaviour at work. With a view to facing the challenges posed by the multinationals, a sea change in the attitude of the workforce of organizations was necessary, the responsibility to do this fell squarely on the shoulders of every manager. It called for knowledge of the human behaviour at work.

Keywords: Organizational Behaviour, Knowledge Management, Organizational Environment, Human Behaviour.

1. INTRODUCTION

Organizations are created to bring order to a concerted effort for the achievement of certain objectives and goals. Since these objectives cannot be achieved by an individual or by a small group of individual, the concepts of division of labour, hierarchy of authority, etc. within an organization come into play. Since an individual cannot achieve the objectives of an organization, it is necessary that many people come together in pursuit of the objectives of an organization. However, in order that their efforts are consequential, they need to be tied in a meaningful relationship. In a typical organizational, therefore, there is a constant interaction among people, structure and technology. In order that this relationship bears fruits, every organization contains a blueprint of human behaviour at work.

There can be a definite relation of input to output when it comes to other inanimate factors of production but in the case of human beings, there cannot be any such fixed ratio. If the manager handles this human element properly, two plus two can equal five. It is necessary for the manager not only to understand human behaviour properly but also to channelize that understanding towards the betterment of the organization. It is a fact that no manager can be much more efficient than the sum of the efficient of

the people working with him. It, therefore, becomes necessary for him to study human behaviour within the context of an organization, understand it, try to predict human behaviour and, having predicted it, try to control it.

2. ORGANIZATIONAL BEHAVIOUR

Human behaviour in an organization is determined partly by the requirements of the formal organization and partly by the personal systems of the individuals forming the organization. The behaviour that emerges from this interaction defines the field of Organization Behaviour.

The study of Organizational Behaviour has certain assumptions. They are:

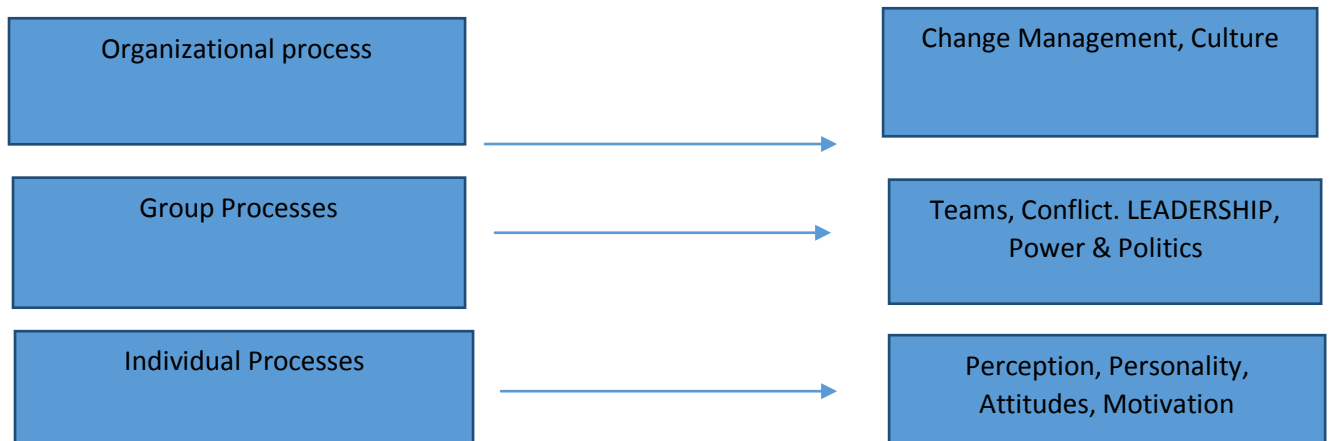
1. an industrial enterprise is an organization of people.
2. the people in an organization must be motivated to work effectively.
3. the goals of the employees and the employer may not necessarily coincide.
4. the policies and procedures adopted in an enterprise any influence people in directions not always foreseen by the policy maker.
5. the people in the organization must have knowledge of work to do effectively.



Stephen Robins defines Organizational Behaviour as a "field of study that investigate the impact that individuals, groups and structure have on behaviour in organizations for the purpose of applying such knowledge towards improving an organization's effectiveness."

People occupy pride of place everywhere, be it management, organization or

management functions. People generally possess physical strengths, skills of some kind, administration or executive skills and organizing abilities. These qualities must be harnessed and used if managerial tasks were to be accomplished and organizational goals were to be realized. It is here that the importance of OB comes into picture.



3. FUNDAMENTAL CONCEPTS OF ORGANIZATIONAL BEHAVIOUR

Every discipline of study has certain set of fundamental concepts. The discipline of Organizational Behaviour has fundamental concepts revolving around the nature of people and the nature of the organization.

There are four concepts dealing with the nature of individual:

1. **Individual differences:** In spite of the fact that all human beings are similar, everyone is different. Everyone has a different nature, different quality of intelligence, different perception and different ways of behaving. The concepts tell that every person is an entity in himself. Every individual is to be treated differently even though two persons may have the same behavioral problems. The concepts also tell the manager that he had better be aware of his own stereotypes. A stereotypes is a tendency to attribute the traits of a group to an individual because he belongs to the said groups. The

concept is that a manager should treat every person as an entity in himself but he should also examine his own stereotypes.

2. **Whole person:** In this concept when the manager comes to a behavioural problems, he must also take into account the other roles of the person. If the whole person is developed, then the benefits will extend beyond the organization to the entire society in which the employee lives.
3. **Motivation:** the concept reminds the manager of tells that every action has an equal and opposite reaction. This means the manager, by his own behaviour, can cause an employee to behave in a particular way. If he is respectful to his employees, they are bound to be respectful to him, not otherwise.
4. **Human dignity:** This concept treat people differently. They are on an equal footing. This concept tells that every person should be respected simply because he happens to be an employee just as anyone else is.



Goals of organizational Behaviour

Individual	Motivation, performance, retention
Group	Team performance, information sharing, minimizing politics, discretion and support from leadership, cross-functional partnership
Organizational	Financial performance, customer satisfaction and retention. Product and service quality, flexibility and readiness for change, achievement of strategic plan

4. IMPACT OF ORGANIZATIONAL BEHAVIOUR ON KNOWLEDGE ENVIRONMENT

Organizational Behaviour studies the external environment which influences the human behaviour within the organization. OB takes cognizance of Knowledge Management, Total Quality Management, Total Productivity Management for the new challenges to

fulfil the organizational objectives. With the rapid changing external environment, knowledge management led people to manage people at the workforce. OB helps the manager to appreciate the paradigm shift from traditional to modern method of OB which is a new way of looking at people management in business organization.

Criteria	Traditional Method	Modern method
Work expectation	Quality in work flows from unambiguous directions. Give clear instructions every stage.	Define the outcomes from people and insist that they find their own way.
Resource requirement	Build a superb infrastructure, accessible to everybody	Let each individual decide what equipment need for help.
Autonomy and opportunity	Hire intelligent, hardworking people with the right skills for the job.	Find every person the job that needs the strongest abilities.
Need for recognition	The formal assessment is the ideal platform for feedback, ensuring it is structured and comprehensive.	Provide continuous response, as quickly, positive or negative.
Identity as a person	Focus on managing people only in professional terms.	Treat every employee as a distinctive individual, with specific needs to fulfill.
Participation in decision-making	Introduce suggestion schemes to give everyone a voice.	Prove through actions that the employee makes a better performer.
Mission-based organization and its relation to each job	Mission tells everyone where the company and the employees are headed.	Translate the company mission into individual goals and objectives.
Relationships at work	Encourage relationships to remain professional	Allow friendship to help in greater productivity and strongest teams.
Quality	Set strict norms. Everyone automatically shares the standard.	Get teams to generate quality management processes to create help.
Need for encouragement and support	Show the star performers the path to the top for improved output.	Help every individual realize their potential for their best role.
Progress review	Person with better progress brings rewards to him in future.	Use progress to measure the individual talents
Growth and learning	Provide people ample opportunities for training so that they can upgrade their skills	Encourage long-term and sustainable learning through innovation, experimentation and initiative.

5. OTHERS EMERGING CONCERNS OF ORGANIZATIONAL BEHAVIOUR

Following are the key concerns in organizational behaviour:

1. Cultural diversity and teamwork:

The practice of working in teams in becoming more prevalent in all types

of organization. Interdepartmental teams are formed to engages workers in collaborative efforts to resolve problems, integrate new programmes and engage long-range planning. Interdisciplinary, cross-functional teams are formed to bring together all stakeholders in an



organization to improve communication, increase involvement, improve quality and efficiency and increase productivity. getting people to work together exercise courtesy and respect for each other. Cultural diversity is common in workplaces, good communication and cultural sensitivity as become an even greater challenge.

2. Ethical Management and corporate Social responsibility

Business ethics and corporate social responsibility is a part of a management discipline. Ethics in the workforce can be managed through the use of codes of ethics, codes of conduct, ethics committees, policies and procedures, procedures to resolve ethical dilemmas, ethics training, etc.

6. MODELS OF ORGANIZATIONAL BEHAVIOUR

Organizational behaviour recognizes four models to show the evolution of thinking and behaviour on the part of management and the managers. These models denote the responses of the employees to the various orientations of the managers and the general behavioural in they manager-employee relationship.

These models are: autocratic, custodial, supportive and collegial.

1. **Autocratic model:** This model was very much in existence at the time of the industrial revolution and sometime after. These are, one may easily notice, the assumption of the Theory X in their darkest colour. Theory X and Theory Y are theories of human motivation created and developed by Douglas McGregor. They describe two contrasting models of workforce motivation. In the theory X, management assumes employees are inherently lazy and will avoid work if they can and they

inherently dislike work. With the passage of the time the autocratic model, as well as the assumption of Theory X, have become diluted.

2. **Custodial model:** As a result of the changes in the thinking of the managers, the custodial model of Organizational Behaviour evolved. The custodial model emphasizes in giving some sops, concessions or economic privileges to the employees to keep them happy. In due course of time, the custodial model degenerate into what was known as paternalistic attitude. Actually, there is no basic behavioural difference between the autocratic and the custodial model. In both these models, managers did not bother to create an atmosphere, which would be conducive to the development of the employees.
3. **Supportive model:** The supportive model emerged as a sequel to the human relation era. The change in managerial orientation can be perceived when we study this model. While the managerial Behaviour in the autocratic model is based on the assumption of Theory X, the supportive or participative model is based on the assumption of Theory Y. According to the theory, management assumes employees may be ambitious and self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical duties.
4. **Collegial model:** This model has a limited application, in as much as it is useful when one is dealing with technical employees. The manager's role is changed from leader to the partner. The employees and the manager are the partner in the pursuits of the same objectives. It is being done as a team where the lines between the manager and the employee



Organizational Models and their Facts

Criterion	Autocratic	Custodial	Supportive	Collegial
Basis of model	Power	Economic resources	Leadership	Partnership
Managerial orientation	Authority	Money	Support	Teamwork
Employee orientation	Obedience	Security	Job [performance	Responsibility
Employee psychological results	Dependence on boss	Dependence on organization	Participation	Self-discipline
Employees needs met	Subsistence	Maintenance	Higher order	Self-actualization
Performance result	Minimum	Passive cooperation	Awakened drives	Moderate enthusiasm

7. CONCLUSION

Organizational behaviour has developed to examine the interaction of the organization with its environment focuses on the human behaviour with best of their knowledge and system. Behavioural knowledge is the study of work to develop human motivation towards the attainment of organizational goals. It is the theory of organizational adaptability, the relationship of organizational structure to human behaviour and decision-making.

Organizations is a social system with each part of this system is interdependent on each other. Organizations have a human purpose. They are formed and maintained on the basis of some mutuality of interests among the employees. These people achieve their own personal objectives and help the organizations to achieve their objectives. It is symbolic relation.

The discipline of Organizational Behaviour is coping with new challenges in the new age of economic and social development and responding with better knowledge and innovative measures to make businesses more effective, because the environment is changing at an ever-fast pace. It tries to synchronize internal organizational environment with the external social environment. It is still growing discipline encompassing more and more new concepts emerging in the external social environment.

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