

Organizational Model

The OB model Shows the 3 levels, Individual-level, Group level, and Organization System-level and how they impact the elements of human output.

The above figure presents the skeleton on which constructed the OB model.

It proposes that there are three levels of analysis in OB and that, as we move from the individual level to the organization systems level, we add systematically to our understanding of behavior in organizations.

The three basic levels are analogous to building blocks; each level is constructed on the previous level.

Group concepts grow out of the foundation laid in the individual section; we overlay constraints on the individual and group in order to arrive at organizational behavior.

Model of human behavior:

Models are frameworks or possible explanations why do people behave as they do at work. There are so many models as many are organizations. Varying results across the organizations are substantially caused by differences in the models of organizational behaviour. All the models of organizational behaviour are broadly classified into four types: autocratic, custodial, supportive and collegial. We discuss these four models beginning with the autocratic. O.B. is the study of human behaviour in organizations, the interface between human behaviour and the organization and the organization itself. The following figures shows, this interrelationship clearly.

The Autocratic Model

The basis of this model is power with a managerial orientation of authority. The employees in turn are oriented towards obedience and dependence on the boss. The employee need that is met is subsistence. The performance result is minimal.

In case of an autocratic model, the managerial orientation is doctoral. The managers exercise their commands over employees. The managers give orders and the employees have to obey the orders. Thus, the employees orientation towards the managers/bosses is obedience. Under autocratic conditions, employees give higher performance either because of their achievement drive or their personal liking to the boss or because of some other factor.

The Custodial Model

The basis of this model is economic resources with a managerial orientation of money. The employees in turn are oriented towards security and benefits and dependence on the organization. The employee need that is met is security. The performance result is passive cooperation.

While studying the employees, the managers realized and recognized that although the employees managed under autocratic style do not talk back to their boss they certainly think back about the system. Such employees filled with frustration and aggression vent them on their co-workers, families and neighbors. This made the managers think how to develop better employee satisfaction and security. It was realized that this can be done by dispelling employees' insecurities, frustration and aggression. This called for introduction of welfare programmers to satisfy security needs of employees. Provision for an on site day-care centre for quality child care is an example of welfare programme meant for employees. Welfare programmes lead to employee dependence on the organization.

The Supportive Model

The basis of this model is leadership with a managerial orientation of support. The employees in turn are oriented towards job performance and participation. The employee need that is met is status and recognition. The performance result is awakened drives.

The supportive model is founded on leadership, not on money or authority. In fact, it is the managerial

leadership style that provides an atmosphere to help employees grow and accomplish their tasks successfully. The managers recognize that the workers are not by nature passive and disinterested to organizational needs, but they are made so by an inappropriate leadership style. The managers believe that given due and appropriate changes, the workers become ready to share responsibility, develop a drive to contribute their mite and improve themselves. Thus, under supportive approach, the management's orientation is to support the employee's job performance for meeting both organizational and individual goals.

The Collegial Model

The collegial model is an extension of the supportive model. As the literal meaning of the word 'college' means a group of persons having the common purpose, the collegial model relates to a team work/concept. The basic foundation of the collegial model lies on management's building a feeling of partnership with employee. Under collegial approach, employees feel needed and useful. They consider managers as joint contributors to organizational success rather than as bosses.

Its greatest benefit is that the employee becomes self-disciplined. Feeling responsible backed by self-discipline creates a feeling of team work just like what the members of a football team feel. The research studies report that compared to traditional management model, the more open, participative, collegial managerial approach produced improved results in situations where it is appropriate.

The System Model

The most emerging model of the today's corporate era is the system model. This model emerged from the rigorous research to attain a higher level of meaning at work. Today's employees need more than salary and security from their job; they need the hours they are putting towards the organization is giving them some value and meaning. To add to it, they need the work that is ethical, respectful, integrated with trust and integrity and gives a space to develop a community feeling among the co-workers.

In the system model, the expectations of the managers are much more than getting the work done by the employees. The managers have to show their emotional side, be more compassionate and caring towards their team, and they must be sensitive towards the needs of the diverse workforce. They have to devote their attention to creating the feeling of optimism, hope, trustworthiness, courage, self-determination, and through this, they try to develop a positive work culture where the employees feel more at ease and work as if they are working for their family. This ultimately results in the long time commitment and loyalty of the employees and the success of the company.

	Autocratic	Custodial	Supportive	Collegial
Basis of Model	Power	Economic sources	Leadership	Partnership
Managerial orientation	Authority	Money	Support	Teamwork
Employee orientation	Obedience	Security and benefits	Job performance	Responsible behaviour
Employee Psychological result	Dependence on boss	Dependence on organization	Participation	Self-discipline
Employee needs met	Subsistence	Security	Status and recognition	Self-actualization
Performance result	Minimum	Passive co-operation	Awakened drives	Moderate enthusiasm

Related disciplines:

There are some important disciplines in the organizational behavior field which developed it extensively. Due to the increase in organizational complexity, various types of knowledge are required and help in many ways.

The major disciplines are;

Psychology.

Sociology.

Social Psychology.

Anthropology.

Political Sciences.

Economics.

Assignment: How to gather your employees to generate a market value of this product?

