

EMPIRICAL RESEARCH ON ORGANIZATIONAL BEHAVIOUR IN EDUCATION AND MANAGEMENT FOR CAREER DEVELOPMENT

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Abstract:-

Educational institutions are considered organizations, which are consciously and resolutely coordinated social units, composed of two or more people. Organizations work to implement their tasks and functions to achieve desired goals and objectives. The members of organizations are dedicated to carrying out their job functions, which are aimed at achieving a common goal or set of goals. The main goal of this research work is to study organizational behaviour in education. The effective implementation of organizational behaviour in education contributes to the improvement of job performance, generates job satisfaction and leads to the achievement of desired goals and objectives. The main areas that have been considered are the nature and characteristics of organizational behaviour, the scope of organizational behaviour, the need for organizational behaviour in education, the contribution of educational fields to organizational behaviour, career development for the organizational behaviour and challenges organizational behaviour opportunities.

Keywords: *Organizational Behaviour, Education, Management, Career Development, Challenges, Individuals*

I. INTRODUCTION

The success of any educational institution depends upon the efficiency and capability of the management and the efficiency of the management depends upon the human skills and needs and aspirations of individuals. Organisational behaviour refers to the behaviour of the individuals within the organisations, the reason being, organizations can operate efficiently, if the human resources are skilled and capable. It is an accepted fact that an organisation can progress only when its people are industrious. Organisational behaviour is a field of study that researches the influence of the individuals, group and structure upon the behaviour of the organisations. It covers three determinants of behaviour within the organisations, i.e. individuals, group and structure. It is an applied field, as it applies the knowledge acquired about individuals, and the effect of structure on behaviour, to make the organisations work more effectually. Organisational behaviour is an academic

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discipline concerned with defining, understanding, expecting and controlling human behaviour within an organisational environment (Baijumon, &Yakoob, 2015).

Organizational behaviour is the study of how the individuals behave both independently and within informal and formal groups. The performance of the organization is eventually dependent on the motivational levels of its human resources and enthusiasm and capability of the individuals to work pleasantly and cooperatively towards the achievement of common objectives. In this discipline, one will discover and examine the interconnections of individual personality and work, the features of the organizations and their environments and the challenges presented by the combination of these factors.

Organizational behaviour helps to understand different activities and conduct of the individuals, working within an organization. It also helps to stimulate them and they enrich their learning and understanding. People, environment, technology and structure are the four main components of organizational behaviour. These components play a crucial part in influencing organizational behaviour (Baijumon, &Yakoob, 2015).



II. NATURE AND FEATURES OF ORGANIZATIONAL BEHAVIOUR

Organizational behaviour has emerged as a separate field of study. The nature and features, it has acquired have been identified as follows: (Baijumon, &Yakoob, 2015). A Separate Field of Study and not a Discipline - By definition, a discipline is an accepted science that is based on a theoretical foundation. But, organizational behaviour has a multi-interdisciplinary orientation and is, therefore, not based on specific theoretical background. Therefore, it is reasonable to call organizational behaviour as a separate field of study rather than a discipline. Organizational behaviour is progressing on a daily basis, there has been numerous research conducted in this area and individuals have recognized its significance. This field addresses the

influence of motivation, teacher behaviour, vibrant learning, approaches and observations, conflicts, student stress, and group and individual learning. A systematic study of how individuals behave within the classroom as well as in the office identify that certain traits show up on both grounds (Scalza, 2007).

An Interdisciplinary Approach - Organizational behaviour is essentially an interdisciplinary approach to study the aspects of human behaviour at work. Within the working environment, there are certain rules and policies that individuals have to follow. For instance, one of the most imperative areas that should be operated in an effective manner is verbal communication. Individuals get involved in verbal communication in all types of organization, which may be in a formal or in an informal way. Politeness, decency and respectability are the factors that need to be taken into consideration, when communicating verbally with each other. The language that is made use of should be sophisticated and refined. An interdisciplinary approach tries to integrate the pertinent knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analysing organizational behaviour.

An Applied Science - The nature of organizational behaviour is applied. What organizational behaviour primarily does is the application of various researches to provide solutions to organizational problems relating to human behaviour. The basic line of difference between pure science and organizational behaviour is that while the former focuses on fundamental researches, the latter concentrates on applied researches. Organizational behaviour involves both applied research and its application in the analysis of the organization, therefore, organizational behaviour is known as an art as well as a science.

A Normative Science - Organizational behaviour is also termed as a normative science. While the positive science discusses only the cause and effect relationships, organizational behaviour suggests how the findings of applied researches can be applied to socially framed organizational goals. Thus, organizational behaviour deals with what is accepted by the individuals and society involved within an organization.

2.1 Scope of Organizational Behaviour

The main elements of people, structure, technology and the social system are required to be understood, when understanding the scope of organizational behaviour: (Baijumon, & Yakoob, 2015).

People - The people establish the internal social system of the organization. Individuals within the organization may work individually or in groups of two or more. Groups are large or small, formal or informal, official or unofficial. They are dynamic and undergo changes within the course of time. Human organization undergoes transformations on a daily basis. In the present existence, organizations are not the same, as they were earlier. Individuals are achievement oriented and aspire to make use of innovative methods and techniques within the tasks and functions. People are existing, thinking and feeling, being who created the organization and try to achieve the objectives and goals. Thus, organizations exist to serve the people and not the people exist to serve the organization. Organizations are the associations of individuals and they differ in many respects.

Structure - Structure defines the sole relationship of the individuals within an organization. Different people in an organization are assigned different roles in accordance to their educational qualifications, experience and abilities and they establish certain relationship with others. It leads to division of labour, so that individuals can perform their duties or work to accomplish the organizational objectives. For instance, when an

individual possesses adequate knowledge of computers, technology, English language skills, maintaining records, etc. then he may be assigned the job of a technical worker. Work is multifaceted and various job duties are to be performed by different individuals.

Technology - Technology facilitates the physical and economic conditions within the working environment, which may smooth the operations of the individuals. In the present existence, technology has gained prominence and individuals are making use of it to make their work more manageable. When the usage of technology was not common, then individuals used to manufacture the goods, by making use of tools and machines. It was more time consuming as well as cumbersome. With the advent of technology, individuals have augmented the manufacturing of products and that too in a shorter duration of time. The nature of technology depends upon the nature of the organization and has an impact upon the work or working conditions.

Social System - Social system makes provision of an external environment within which the organization operates. The environmental conditions need to be amiable and pleasant for the existence and effective functioning of the organization. The main areas that are essential for the organization to exist in an effective manner are, internal and the external environmental conditions. Laws, rules, and policies are the main areas that need to be framed adequately to make the social system operate in an appropriate manner. The efficiency is regarded as imperative in making the social system of the organization productive. One organization cannot provide everything and therefore, there are existence of numerous other organizations within the community. For leading to progress and development of the community and the country, all organizations should focus on generating productivity.

III. NEED OF ORGANIZATIONAL BEHAVIOUR IN EDUCATION

The significance of organizational behaviour is realized in all areas, whether it is education, management, administration, science, technology and so forth. By acquiring knowledge about organizational behaviour, an individual is able to understand, how he would be able to carry out his tasks, functions and activities within the organization. There are number of factors that highlight the need of organizational behaviour in education and these have been stated as follows: (Baijumon, &Yakoob, 2015).

Organizational behaviour conducts researches upon the factors that have an impact upon the individual and group behaviour within the organizations and how organizations manage their environments. There are certain norms and principles that individuals need to take into consideration, when they are working independently or when they are working in a group. When an individual works on a project or conducts research and analysis on an independent basis, he should be honest, truthful, and diligent and put in his best effort to improve. On the other hand, when the individual is working in a group, he has to develop effective communication skills with each other assign job duties and understand each other's needs and requirements. Organizational behaviour makes provision of a set of tools, equipment, theories and concepts to understand, investigate, examine, describe and manage attitudes and behaviours within the organizations.

The study of organizational behaviour can make improvements and bring about changes in the individual, group and organizational behaviour to attain individual, group and organizational objectives. The job duties within educational institutions is not always manageable, they are demanding and strenuous. At the initial

stage, employees may not be sharp in their performance, teachers find it difficult to control the class and sometimes, their teaching is also not up to the desired standard, where students are able to acquire efficient understanding. Within the course of time, changes come about in the job performance of the teachers and they begin to find their jobs interesting and pleasurable. On the other hand, students also find it difficult to learn various concepts, but understanding organizational behaviour enables them to enhance their knowledge, understanding, skills and abilities.

Organizational behaviour can be analysed at three levels, the individual, group and organization as a whole. A complete understanding must include an examination of behavioural factors at each level. The individual level of the organizational behaviour includes that individual must be modest, well-mannered, truthful and honest in his or her conduct. The group level consists of team spirit, mutual understanding, and effective communication processes. The organization as a whole consists of factors which may include proper conduct, diligence, resourcefulness, conscientiousness, honesty, truthfulness and righteousness that are fundamental in the achievement of organizational goals and objectives.



IV. CONTRIBUTION OF EDUCATIONAL FIELDS TO ORGANIZATIONAL BEHAVIOUR

There has been important contribution made by the educational fields towards influencing organizational behaviour. On the other hand, in various educational disciplines, there is a study of organizational behaviour. Organizational behaviour is an applied behavioural science that is built upon assistances from

anumber of behavioural disciplines. The principal areas are psychology, sociology, social psychology, and anthropology (Baijumon, &Yakoob, 2015).

Psychology - Psychology is the science that aims to measure, describe, elucidate and sometimes bring about transformations in the behaviour of humans and animals. Valuable contributions are made by psychologists in the field of organisational behaviour. Many of the theories dealing with personality, attitude, learning, motivation and stress have been applied in organisational behaviour to acquire understanding of the work related phenomena such as, job satisfaction, commitment, assurance, absenteeism, turnover and well-being of the employees.

Sociology - Sociologists conduct research and study the social system, in which the individuals perform their roles.Sociology studiesthe individuals, in relation to their fellow human beings. Sociologists studying the structure and functionof small groups within a society have contributed to a large extent to a more complete understanding ofbehaviour within the organisations. They put emphasis on studying the social systems, in which individualsperform their job duties. Focus is put upon group dynamics. The concepts, theories, models and techniques of the sociologists help significantly to acquire understanding of the group dynamics, organisationalculture, formal organisation theory and structure, organisational technology, bureaucracy, communications, power, conflicts and inter-group behaviour in an improved manner.

Social Psychology - An area within psychology that mergersthe concepts from psychology and sociology and that put emphasisupon the influence of people on one another.Social psychologists make a contribution to determining, assessing, understanding and changing approaches, identifying communication patterns, and building trust. They have also made important contributions to the study of group behaviour, power and conflict. Within the organization, the occurrence of conflicting situations are the major impediments within the course of achievement of the desired goals, and when two or more individuals are involved in a dispute, they usually bring their communication terms to an end. When individuals do not have effective speaking terms with each other, then it would be difficult for them to work in collaboration.

Anthropology– Anthropology is the study of societies to learn about human beings and their activities.Anthropologists work oncultures and environments that have helped to understand the differences in fundamental values,attitudes and behaviour between the individualsin different countries and within differentorganisations.Much of the current understanding of organisational culture, organisationalenvironments and differences among national cultures is a result of the work of anthropologists orthose making use of the methods and strategies in an appropriate manner. It has been stated that organizational behaviour is the study of human behaviour within the organizations. Organizational behaviour makes provision of the set of tools, theories and concepts that help in understanding, analysing, describing and managing the attitudes and changes within the organization.

V. CAREER DEVELOPMENT FOR ORGANIZATIONAL BEHAVIOUR

The crucial areas that need to be recognized for career development of organizational behaviour have been stated as follows: (Baijumon, &Yakoob, 2015).

Managerial Challenges– The managerial challenges that the individuals experience regarding the management of the institution are, workforce diversity. The managers must learn to respect different cultures, norms, values and ethics. They have to shift their philosophy from providing equal treatment to everybody, to recognising the differences and responding to those differences in a way that will ensure employee retention and greater productivity, while at the same time eliminating any kind of discriminatory treatment. An increasingly diverse workforce presents both the opportunities and challenges for the organisations. If diversity is not managed in an appropriate manner, it can lead to higher employee turnover. There will be difficulties in the communication processes amongst the individuals and occurrence of conflicts and disputes.

Workplace Issues and Challenges- These issues also have behavioural inferences. Major issues under these are, first is employee privacy, in this case, employers have stated to intervene and influence the personal lives of the employees. Managers need to be sensitive to this issue, since this trend generates the feelings of antagonism amongst the employees. Second is employee rights, it involves disagreements and the issues associated with job ownership and individual rights while at work. Third is unionism, it is recently union membership that has been gradually decreasing.

Organizational Challenges– Schools and educational institutions are different in various aspects from each other. These differences are with regards to the availability of infrastructure, civic amenities, instructional methods, number of classrooms, buildings, number of teachers, students and staff members and availability of teaching and learning materials. Technology in education is considered imperative that has contributed in making learning manageable. Management of technology and innovations will lead to success of the organizations as well as individuals.

Environmental Challenges– The educational institutions should operate in accordance to the environment, they need to be aware of the internal and the external environmental conditions. The teachers need to update the knowledge and understanding of the students regarding the environmental conditions. For instance, students at all the levels of education are provided knowledge regarding maintaining the environmental conditions, preservation of the natural resources, curbing pollution and keeping the environment clean.

	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

VI. CHALLENGES AND OPPORTUNITIES FOR ORGANIZATIONAL BEHAVIOUR

Acquiring an understanding of organizational behaviour in education contributes to a major extent in enabling individuals to work co-operatively with each other. For the successful functioning of the educational institutions, it is important that individuals should integrate with each other in an effective manner. The challenges and the opportunities for organizational behaviour have been stated as follows: (Robbins, & Judge, 2013).

Responding to Economic Pressures – Financial problem is one of the major problems that individuals experience in the acquisition of education. This is usually common amongst the deprived, marginalized and socio-economically backward sections of the society. Economic pressures are also common amongst the directors and the heads, when they have to instigate new strategies, methods, techniques or procedures in their work. When individuals are positive and establish effective communication terms with each other, then they will be able to cope with economic pressures.

Equal Opportunities– Within educational institutions, there are individuals belonging to different cultures and backgrounds. They have different religious backgrounds, castes, ethnicities and genders. In this case, it is important that there should not be any kind of discrimination against anybody and treatment of all the individuals should be done on an equal basis. When individuals possess differing viewpoints against each other, then it would be difficult for them to work collaboratively with each other and they would possess the feelings of antagonism and resentment.

Managing Workforce Diversity - One of the most important challenges for the organizations is adapting to people from diverse groups. This challenge is described as workforce diversity. Whereas globalization put emphasis on the differences among people belonging to different countries, work force diversity reports differences among people within given countries. It recognizes a workforce of women and men, different castes, creeds, religions and ethnic groups. Individuals are also included with a variety of physical or psychological abilities, and people who differ in age and sexual orientation. Managing this diversity is a global concern.

Improvement in Curriculum and Instructional Methods – Organizational behaviour leads to improvement in the curriculum and instructional methods and the teaching-learning processes. The functioning of the educational institutions and their standing within the community depends upon the teaching and the curriculum and instructional methods. When these tasks are put into operation in an effectual manner, then individuals will also be able to implement organizational behaviour effectually. Organizational behaviour can provide considerable guidance in assisting the teachers and principals to create such cultures, in which students take pleasure in learning and understanding the concepts.

Improving the Proficiency and Skills of the Individuals – Besides academic concepts, it is essential to make improvements in the skills and proficiency of the students and the teachers. The proficiency and skills can be improved by development of effective speaking and listening skills, communicating to the students, the information regarding essential areas and also improving creative and extra-curricular activities. Majority of

students take pleasure in getting involved in creative activities. Participating in extra-curricular activities stimulates the mind-set of the students and enables them to develop interest in studies.

Stimulating Innovation and Change – Stimulating innovative methods and techniques and bringing about changes and transformations within the educational institutions in all the areas, such as, teaching, learning, extra-curricular activities, infrastructure, building, classrooms, technology, and so forth is an opportunity as well as a challenge. It is considered as an opportunity because, it enables the individuals to develop and improve upon their knowledge and understanding and it is challenging because, in some cases, such as in nursery schools, teachers and the principles are not completely aware of the knowledge and information regarding how to implement innovative methods and strategies or bring about changes.

VII. CONCLUSION

Organizational behaviour is the field of study that examines the impact that individuals, groups, and structure have upon the behaviour within the organizations. For the purpose of applying such knowledge towards making improvements within an organization's effectiveness. The field of organizational behaviour makes provision of knowledge and information to the individuals, regarding how they are able to put into operation their tasks and functions in an appropriate manner and work towards the achievement of organizational goals. Organizational behaviour is a field of study, meaning that it is a different area of proficiency with a common body of knowledge.

When understanding organizational behaviour, it is important to understand the theories, principles and the strategies and practically make use of them. It studies three determinants of behaviour within the organizations, these are, individuals, groups, and structure. In addition, organizational behaviour applies the knowledge acquired about the individuals, groups, and the effect of structure on the behaviour to make organizations carry out their tasks and functions operatively. Organizational behaviour is the study of what the individuals do within an organization and how their behaviour affects its functioning. The reason being that organizational behaviour is concerned precisely with the employment related situations.

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