

## **A Survey Study of Organizational Behavior in Physical Education Teachers Working in Various Institutions**

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### **Abstract**

Organizational behavior as the study and understanding of individual and group behavior and patterns of structure in order to help improve organizational performance and effectiveness. Organizational behavior is a term applied to the systematic study of the behavior of individuals within work groups, including an analysis of the nature of groups, the development of structures between and within groups and the process of implementing change. The definitions indicate that the principal issues addressed by organizational behavior are: -

- Individual behavior and performance at work;
- The nature and working of people in groups;
- The nature of social structures and organization design at work;
- The processes involved in adapting behavior to meet changing conditions.

There is close relationship between organizational behavior and management theory and practice. Some writers suggest that organizational behavior and management are synonymous, but this is something of an over-simplification because there are many broader facts to management.

Key Words: organizational behavior, external environment, individual behavior, sociological approach, organizational culture.

### **INTRODUCTION**

Organization behavior is the study of behaviors and attitudes of people in an organization. After all human behaviors and attitudes determine effectiveness of any organization. The variable outlined above provides parameters within which a number of interrelated dimensions can be identified – the individual, the group, the organization and the environment – which collectively influence behavior in work organizations. Organizations are made up of their individual members. The individual is a central feature of organizational behavior and a necessary part of any behavioral situation, whether acting in isolation or as part of a group, in response to expectations of the organization, or as a result of the influences of the external environment. Where the needs of the individual and the demands of the organization are incompatible, this can result in frustration and conflict. It is the task of management to integrate the individual and the organization, and to provide a working environment which permits the satisfaction of individual needs as well as the attainment of organizational goals. Groups exist in all organizations and are essential to their working and performance. The organization comprises groups of people and almost everyone in an organization will be a member of one or more groups. Informal groups arise from the social needs of people within the organization. People in groups influence each other in many ways, and groups may develop their own hierarchies and leaders. Group pressures can have a major influence over the behavior and performance of individual members. An understanding of group structure and behavior complements knowledge of individual behavior and adds a further dimension to organizational behavior.

## **THE ORGANIZATION**

Individuals and groups interact within the structure of the formal organization. Structure is created by management to establish relationships between individuals and groups, to provide order and systems and to direct the efforts of the organization into goal-seeking activities. It is through the formal structure that people carry out their organizational activities in order to achieve aims and objectives. Behavior is affected by patterns of organizational structure, technology, styles of leadership and systems of management through which organizational processes are planned, directed and controlled. The focus of attention, therefore, is on the impact of organizational structure and design, and patterns of management, on the behavior of people within the organization. For example, McPhee (1996) refers to the growth in the nature and importance of organizational structures and their essence, and for greater emphasis, on business-to-business (B2B) depth or group interviewing as part of an insight into business and organizational behavior.

## **ENVIRONMENT**

The organization functions as part of the broader external environment of which it is a part. The environment affects the organization through, for example, technological and scientific development, economic activity, social and cultural influences governmental actions, the effects of the operation of the organization within its environment reflect in terms of the management of opportunities and risks and the successful achievement of its aims and objectives. The increasing rate of change in environmental factors has highlighted the need to study the total organization and the processes by which the organization attempts to adapt to the external demands placed upon it. Increasing globalization means that organizations must respond to different market demands and local requirements. Globalization impacts on organizational behavior, and places greater emphasis on processes within organizations rather than functions of the organization.

## **APPROACHES TO ORGANIZATIONAL BEHAVIOR**

These different dimensions provide contrasting but related approaches to the understanding of human behavior in organizations. They present a number of alternative pathways for the study of subject and level of analysis. It is possible, for example, to adopt a psychological approach with the main emphasis on the individuals of which the organization is comprised. Psychological aspects are important but, by themselves, provide too narrow an approach for the understanding of management and organizational behavior. It is also possible to adopt a sociological approach concerned with a broader emphasis on human behavior in society. Sociological aspects can be important. A number of sociology writers seem set on the purpose of criticizing traditional views of organization and management. The study of behavior can be viewed in terms of three main disciplines - psychology, sociology and anthropology. All three disciplines have made an important contribution to the field of organizational behavior. Psychologists are concerned, broadly speaking, with the study of human behavior, with traits of the individual and membership of small social groups. The main focus of attention is on the individual as a whole person, or what can be termed the 'personality system', including, for example, perception, attitudes and motives. Sociologists are more concerned with the study of social behavior, relationships among social groups and societies, and the maintenance of order. The main focus attention is on analysis of social structures and positions in those structures – for example, the relationship between the behavior of leaders and followers. Anthropologists are

more concerned with the science of mankind and the study of human behavior as a whole. As far as organizational behavior is concerned, the main focus of attention is on the cultural system, the beliefs, customs, ideas and values within a group and the comparison of behavior among different cultures - for example, the importance of Muslim women wearing trousers to work. People learn to depend on their culture to give them security and stability, and they can suffer adverse reactions to unfamiliar environments. The contribution of relevant aspects of psychology, social and anthropology aid our understanding of the behavior of people in work organizations, and underpin the field of organizational behavior. Behavioral science attempts to structure organizations in order to secure the optimum working environment. Organisational Behavior individuals and the realization of their potential. Emphasis is on the application of relevant aspects of psychological and sociological theory and practice, and cultural influences, to problems of organization and management in the work situation. In terms of the applications of behavioral science to the management of people, we need also to consider the relevance and applications of philosophy, ethics and the law.

### **ORGANIZATIONAL CULTURE**

Psychologists say that every individual has what they call personality. An individual personality is made up of a set of relatively permanent and stable traits. When we describe someone as warm, innovative, relaxed or conservative, we are describing personality traits. An organization, too, has personality which we call its culture. Organizational culture is a system of shared meaning within an organization that determines, in large degree, how employees act (Robbins and Coulter, 1996). Organizational culture represents a common perception held by the organization's employees. Just as tribal cultures have rules and taboos that dictate how members act toward one another and outsiders, organizations have cultures that govern how their employees should behave. In every organization, there are systems or patterns of values, symbols, rituals, myths and practices that have evolved over time. These shared values determine, in large degree, what employees see and how they respond to their world. When confronted with a problem, the organizational culture restricts what employees can do by suggesting the correct way with which the organization solves the problem. Research suggests that there are seven dimensions that, in aggregate, capture the essence of an organization's culture. The dimensions are: -

- Innovation and risk taking: The degree to which employees are encouraged to be innovative and to take risks.
- Attention to detail: The degree to which employees are expected to exhibit precision, analysis and attention.
- Outcome orientation: The degree to which manager's focus on the result or outcomes rather than on the techniques and processes used to achieve those outcomes.
- People orientation: The degree to which management decisions take into consideration the effect of outcomes on people with the organization.
- Team orientation: The degree to which work activities are organized around teams rather than individuals.
- Aggressiveness: The degree to which people are aggressive and competitive rather than easygoing.
- Stability: The degree to which organizational activities emphasize the maintaining of the status.

### **ORGANIZATIONAL BEHAVIOR**

However, organizations differ from one to another on the strength of their cultures. Organizations with strong cultures have key values which are intensely held and widely shared. Such organizations have greater influence on employees than do those with the weak cultures. The more employees accept the organization's key values and the greater their commitment to those values, the stronger the culture is. Whether an organization's culture is strong, weak or somewhere in between, depends on factors such as the size of the organization, how long it has been around, how much turnover there has been among employees and the intensity with which the culture was originated. One study of organizational culture found that employees in firms with strong cultures were committed to their firm than were employees in firm than were employees in firms with weak cultures. The firms with strong cultures also used their recruitment efforts and socialization practices to build employee commitment. An increased body of evidence suggests that strong cultures are associated with high organizational performance.

### **CONCLUSION**

The conventional view about culture and climate is that they exist at different levels. Culture is usually taken to be very deeply embedded in subconsciously held values, beliefs and have basic assumptions and so many organizational members that might not be aware that a culture exists let alone how it affects their behavior.

Conversely, climate tends to be regarded as more of a surface phenomenon, with easily identifiable effects on behavior. Although subculture can exist within organizations, culture tends to be viewed as a persuasive phenomenon, whereas micro climate tends to be regarded as more investable because many of the important factors directly influence climatic conditions in which the group is located. The antecedents of climates are better understood and it is usually assumed that climates change more quickly than cultures.

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