

Part IV

Organizational Behaviour

As defined by Huczynski and Buchanan, 2007 organizational behaviour is concerned with ‘the study of the structure, functioning and performance of organizations, and the behaviour of groups and individuals within them’.

The purpose of this part of the book is to outline a basic set of concepts and to provide analytical tools that will enable HR specialists to diagnose organizational behaviour and to take appropriate actions. Following an introduction to the concept of organizational behaviour (Chapter 17), a general analysis of the characteristics of individuals at work is provided (Chapter 18).

The notions of individual motivation, employee engagement and commitment are then explored in Chapters 19, 20 and 21. These terms are sometimes confused but are distinguished in this part as follows:

- Motivation is the strength and direction of behaviour and the factors that influence people to behave in certain ways in carrying out their work.
- Employee engagement takes place when people at work are interested in and positive, even excited, about their jobs and are prepared to go the extra mile to get them done to the best of their ability.
- Organizational commitment is the strength of an individual’s identification with, and involvement in, a particular organization.

Thus, motivation could be regarded as task-oriented, engagement could be seen as job-oriented and commitment seen as organization-oriented.

The part ends with a description of how organizations function (Chapter 22) and an examination of the concept of organizational culture (Chapter 23).

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Reference

Huczynski, A A and Buchanan, D A (2007) *Organizational Behaviour*, 6th edn, FT Prentice Hall, Harlow