



Part IV

Organizational behaviour

People perform their roles within complex systems called organizations. The study of organizational behaviour is concerned with how people within organizations act, individually or in groups, and how organizations function, in terms of their structure and processes. All managers and HR specialists are in the business of influencing behaviour in directions that will meet business needs. An understanding of organizational processes and skills in the analysis and diagnosis of patterns of organizational behaviour are therefore important. As Nadler and Tushman (1980) have said:

The manager needs to be able to understand the patterns of behaviour that are observed to predict in what direction behaviour will move (particularly in the light of managerial action), and to use this knowledge to control behaviour over the course of time. Effective managerial action requires that the manager be able to diagnose the system he or she is working in.

The purpose of this part of the book is to outline a basic set of concepts and to provide analytical tools which will enable HR specialists to diagnose organizational behaviour and to take appropriate actions. This purpose is achieved by initially (Chapter 17) providing a general analysis of the characteristics of individuals at work. The concepts

of individual motivation, job satisfaction, commitment and job engagement are then explored in Chapters 18 and 19 before reviewing generally in Chapter 20 the ways in which organizations function – formal and informal structures – and how people work together in groups. The cultural factors that affect organizational behaviour are then examined in Chapter 21.