

Evolution and Comparative Evaluation of Organizational Behaviour Models

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Abstract:

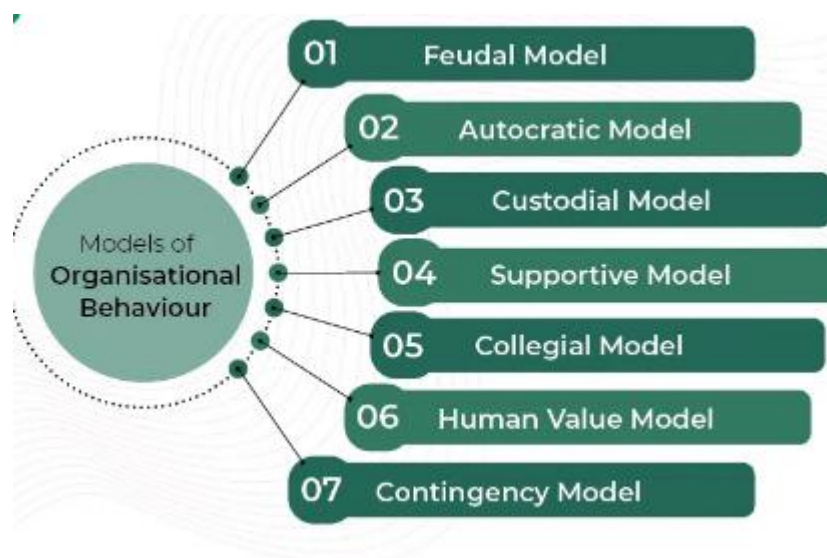
Organizational behaviour models are structural models that depict the interactions of employees at various organizational levels. Organizational models are reflections of management's and people general behaviours. In accordance to the organizational model, employee behaviour can be divided into three tiers. The levels that are being discussed include the individual, group, and organizational levels. The three theoretical stances taken into consideration in the organizational behaviour model are cognitive, behavioural, and social learning frameworks. A few organizational behaviour models are discussed here that explain how organizations act to maximize productivity. This study explains how individual people's conduct affects organizations and how organizations are influenced by human behaviour.

Keywords: *Organization, Behaviour, Models*

Introduction:

Organizational behaviour models are ideas or frameworks that describe how people behave in groups and as individuals within organizations. These models shed light on the numerous personal traits, social dynamics, and organizational structure elements that affect behaviour in the workplace.

Types of Models of Organizational Behaviour



Feudal Model:

A feudal model is a kind of model in which the workers in an organization are viewed as a lower class inside the organization. The feudal model placed a lower importance on working employees. People's values and preferences were not taken into account for a variety of decisions and activities within the organization. This approach, which was primarily known as Theory X, gave procedures, actions, regulations, and rules a higher priority and regarded them as superior to people. Money and a layoff strategy were employed to increase employee motivation. The concept completely ignored social and human values in favor of formal organization.

Autocratic Model:

An organizational paradigm that is reliant on formal authority, force, and power is known as an autocratic model. Power is a crucial factor in this model. The employees who are on the job must obey commands. Compared to higher-level authority, lower-level employees have less control over the tasks they are assigned. Only higher-level officials have the authority to make major decisions. The fundamental tenet of the autocratic model is that lower-level employees lack experience and abilities, whereas corporate owners and higher administrative authorities possess greater commercial acumen.

Custodial Model

The custodial model's main goal is to give workers resources and financial security. Benefits like pensions, steady employment, and other monetary incentives fall under this category. The primary objective is to meet the financial demands of employees in order to foster loyalty and dependence on the company for their financial security. Employees feel safe and comfortable in this stable atmosphere, but they might not be particularly motivated to go above and beyond the call of duty. The custodial model emphasizes on giving workers financial advantages and employment security in an effort to foster both dependency and loyalty to the company. Because of their financial stability, employees in this model are frequently satisfied, but they may not be greatly inspired to be more creative or productive.

Supportive Model

The supporting model is characterized as a model type that views leadership as its fundamental level, as the name implies. The employees in this strategy are focused on their involvement and productivity. This model facilitates staff learning and performance enhancement. Because the public sector is built on leadership, organizations primarily adhere to a supporting approach. This paradigm places greater emphasis on employee psychological needs, pleasant relationships between supervisors and subordinates, and job happiness. The upper manager's job is to assist subordinates in completing their work.

Collegial Model

The supporting model is expanded upon by the collegial model. Collegial refers to groups of individuals who collaborate to achieve a common objective. The foundation of the collegial model is the partnership, and the method used is the teamwork method. Employees under the collegial model take pride in their work and are dedicated to the organization's overall success. It is the manager's duty to establish a safe and

supportive work environment for his staff. Collegial models, such R&D, marketing teams, technology and software, etc., are more successful in identifying novel ways.

Human Value Model

A paradigm that prioritizes human values is known as the human value model. The feudal model stands in opposition to this one. Employees' human values were valued more highly than their financial values. Instead of concentrating just on meeting their financial demands, employees at an organization strive to meet their social and psychological needs. This is an example of human dignity.

Contingency Model

A contingency model is characterized as being intricate. The behaviour of individuals, groups, and structures are complex variables that are assumed by the contingency model of organizational behaviour. As a result, this strategy addresses every obstacle to the organization's expansion. The development of Theory Z aims to illustrate the contingency model. A hybrid model is another name for a contingency model. The contingency model ensures that workers in the organization will have prospects for long-term employment and promotion.

It is now much simpler to determine the factors influencing an employee's motivation, attitude, and performance in an organization according to widely established scientific research. Theoretical frameworks known as organizational behaviour (OB) models aid in the understanding of how individuals, groups, and organizations behave in the workplace. The ideas and theories found in disciplines like as psychology, anthropology, sociology, and other subfields of behavioural science and management serve as the foundation for the results drawn by OB models. These theories construct useful models that aid in organizing an organization's most efficient means of increasing output. Understanding OB models facilitates the analysis and prediction of individual behaviours inside organizations, hence fostering a more positive work environment and increased employee satisfaction.

Levels of Analysing Organizational Behaviour

Individual Level aspect of organizational behaviour focuses on evaluating employees' attitudes, views, beliefs, and personal traits in order to determine their patterns of behaviour at work. Human psychology is the foundation of its analysis. The **Group level** examination, sometimes referred to as the team level, examines how employees act in groups and looks at a variety of group ideas, such as leadership, authority, and dispute resolution. It regulates how people act as a collective and as individuals in social situations. Social psychology and sociology serve as the foundation for the team-level study. Examining an organization's climate, culture, and structure is the focus of the **organizational level**. It looks at how various work environments, organizational structures, HR procedures, and other elements affect how an organization operates. Political science and sociology form the basis of organization system-level analysis.

Objective of Study:

The study's main objective was to explain how individual people's conduct affects organizations and how organizations are influenced by human behaviour. Utilizing secondary data, research was done on a comparative evaluation of the organization behaviour models.

Review of Literature:

Understanding the theoretical frameworks of organizational behavior is a goal of studying the field. Autocracy, custodial, supporting, collegial, and system models are among them. Their qualities distinguish them from one other. Nevertheless, we can comprehend the variations between the five models by outlining them. The autocracy model stems from the autocratic leadership style, in which the employer controls the decision-making process, defining policies and strategies for achieving goals, work activities, relationships, and compensation or deserts (Nortilli and Wong, 2014). The manager is the source of power in the organization, and all interactions go through to the manager. The manager or leader in an autocratic paradigm is able to assign particular duties to his subordinates. The management expects the employees to follow orders since they think these leaders are well aware of what is best for the company. Psychologically, this kind of behaviour will lead to a reliance between employees and managers and decide which model is best for a given company.

A working environment that is autocratic has formal, nuanced management with a high degree of authority. Since the leader is seen as the boss, employees' roles are established according to how well they do a task. The job of management is to think, and employees have to follow orders like Theory X, a traditional management theory made popular. (McGregor, 1967). There is a significant role for power in this approach. The 18th century saw the adoption of the autocratic paradigm in a number of significant initiatives, including the building of the US railroad network.

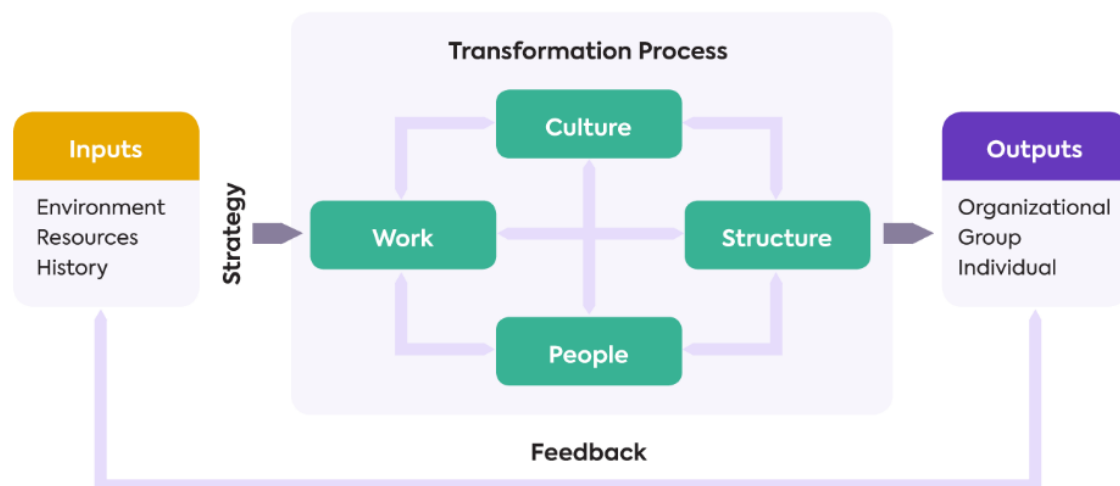
Leadership is essential to the supporting model. Managers assist their staff, for instance, by pushing them to improve their work, get along with one another, and grow as individuals. Increased production will be encouraged by performance outcomes. Linkert's 1940–1950 research on "employee oriented supervisors" and Mayo and Roethlisberger's 1930 experiment at Western Electric Company were the earliest applications of the supportive approach concept. Based on background, values, expectations, and experience as well as carrying capacity and the ability to build and maintain than the personal values, the study's key finding is that leaders and other organizational processes must be able to ensure the possibility of a maximum of all interactions and relationships between the organization and the wishes of its members (Likert, 1961).

Khandwalla P. N. (1987) made a comparison between the macro and micro functions of organizational behaviour. Within the field of motivation, conflict, and conflict management, researchers concentrate on the social aspects that have an impact on organizations. He elucidates the salient realities of India and the elevated status of both individual workers and organization personnel .A few global OB trends are briefly

described. The next section covers the developments in OB research in India in terms of quantity and quality, the OB product mix, the transition from academic to socially relevant research, the variety of research methodologies used, and the rise of Indian OB models. Subsequently, the paper presents accumulation in the domains of work motivation, conflict and its resolution, and organizational dynamics management.

Nadler, D., and Michael Tushman. (1980) The Nadler-Tushman Congruence Model is a tool for determining performance issues and how to start resolving them to enhance performance. Its premise revolves around the notion that an organization can only succeed if all of its parts are in harmony and function as a whole. It takes more than one organizational thought process to decide on the best course of action. It is simply one tool that HR or personnel managers can utilize to support them in creating, maintaining, and expanding successful companies by helping to structure the complexity of organizational life. a method for using a model to analyze organizational difficulties and a general framework for thinking about how organizations function.

The Nadler-Tushman Congruence Model



The model illustrates the relationships between the various parts: A.Work and Culture B.Structure and Culture C.People and Culture D.Work and Individuals E.Work and Organization F.Individuals and Organization

Tuffely David (2010) The researcher applies the organizational behavior model to characterize leadership as a process that conforms to normative requirements, using software engineering as an example. It covers a wide range of leadership disciplines in addition to creating additional reference models for Process and Organizational Behavior reference models. It is applicable to small and very small firms, IT service management, automated systems and software, test process improvement, financial institutions and banks, and aeronautical systems and software.

Wibowo Gailh (2017) analysed five different models of Organizational Behaviour. To accomplish shared objectives, a variety of human behaviors make up an organization. The performance of the organization is

determined by the behaviors that come together to form a behaviour model. To have a clearer understanding of the activities of an organization, utilize the organizational behaviour model. Organizational behaviour can be categorized into five (5) models: custodial, supportive, collegial, autocratic, and systemic. Based on managerial orientation, the employee side with three sub-components, and performance outcomes, each model has three effect aspects. It's crucial to apply the organizational behavior model appropriately for an organization in order to comprehend it. The speech writing unit is a line of organization that frequently modifies the head

Essence elements of the Models of Organizational Behavior.

No	Item	Autocracy Model	Custodial Model	Supportive Model	Collegial Model	System Model
	Basic of Model	Power	Economic resource	Leadership	Partnership	Trust, community, understanding
1	Managerial orientation	Authority	Money	Support	Teamwork	Caring compassion
2	Employee orientation	Obedience	Security benefit	Performance	Responsible	Psychological ownership
3	Employee psychological result	Dependence on boss	Dependence on organization	Depend on partnership	Dependence on self-discipline	Self-motivation
4	Employee needs met	Subsistence	Security	Status recognition	Actualization	Wide range
5	Performance result	Minimum	Passive cooperation	Awakened drives	Enthusiasm moderate	Passion, commitment to goals

Table:1 Wibowo Gailh (2017)

The intention of this study is to examine the most appropriate behaviour model for a certain company. Every leader in the speech writing unit must take into account each model's fundamental components in order to decide which is best to put into practice. As a result, a leader seldom uses a model indefinitely. Every leader adjusts their organizational behaviour model based on the circumstances that arise.

The Evolving Models of Organizational Behavior were analyzed by (Keith Davis, 1968.) Managerial practices are progressively changing from an organizational behavior model that is autocratic to one that is custodial to one that is supportive. A collegial model is an additional refinement. Every subsequent model is more democratic and meets demands of a higher order.

Four Models of Organizational Behavior

	<i>Autocratic</i>	<i>Custodial</i>	<i>Supportive</i>	<i>Collegial</i>
Depends on:	Power	Economic resources	Leadership	Mutual contribution
Managerial orientation:	Authority	Material rewards	Support	Integration and teamwork
Employee orientation:	Obedience	Security	Performance	Responsibility
Employee psychological result:	Personal dependency	Organizational dependency	Participation	Self-discipline
Employee needs met:	Subsistence	Maintenance	Higher-order	Self-realization
Performance result:	Minimum	Passive cooperation	Awakened drives	Enthusiasm
Morale measure:	Compliance	Satisfaction	Motivation	Commitment to task and team

Source: Adapted from Keith Davis, *Human Relations at Work: The Dynamics of Organizational Behavior* (3rd ed.; New York: McGraw-Hill, 1967), p. 480.

A Few Remarks on Organizational Behaviour Models:

It is clear that change is a normal part of organizational behaviour models due to their dynamic nature. Our models of organizational behaviour are also likely to evolve as our understanding of human behaviour deepens or as new social contexts emerge. Assuming that a single model is the "best" model that will last over time is a serious mistake. Some long-time managers made this error about the autocratic model, and some humanists made this error regarding the custodial model. As a result, they were psychologically locked into these models and found it difficult to change their methods when circumstances demanded it. In due course, the collegial model may likely be superseded by the supporting model, which may also become less useful. Because what is optimal depends on what is understood about human behaviour in a certain context and prioritizes objectives at a given time, there is never a "one best model" of organizational behaviour.

The development of organizational behaviour models appears to be logically connected to the psychological hierarchy of demands of humans, which leads to a second conclusion. In order to meet the higher-order demands that at the time became critical, new organizational behaviour models have been evolved as society has moved up the need hierarchy. The custodial model of organizational behaviour is viewed as an attempt to meet man's second-level security needs if Maslow's hierarchy of needs is applied as a comparison. The autocratic model, which was ostensibly meeting man's requirements for sustenance but ineffectively meeting his wants for security, was superseded by this one. In a similar vein, the supporting model aims to address higher-level requirements that the custodial model was unable to provide for employees, such as esteem and affiliation. Even further toward meeting man's quest for self-actualization is the collegial approach.

Many people have believed that focusing on one organizational behavior model automatically means rejecting other models; nevertheless, the analogy to the hierarchy of needs in humans shows that one model builds upon the achievements of the others. Adopting a helpful approach, for instance, does not entail doing away with custodial procedures that fulfill essential requirements for employee security. All it really means is that employees have moved up the need structure to a place where higher needs take precedence, which means that custodial procedures are now secondary in importance. Stated differently, the supportive model is the one that should be applied as a sufficient power structure and security system already fairly satisfy the needs for sustenance and security. The system would swiftly return to looking for a functional power structure and security system in order to meet the subsistence and maintenance demands of its people if a misguided modern manager were to forsake these fundamental organizational necessities.

Another finding implies that, over time, there will likely be a continued trend toward more democratic types of organizational behaviour. It appears that the nature of the requirement structure and the nature of

technology both demand this tendency. In a seminal investigation of management during the industrial era, Harrison and Myers draw the conclusion that advancing industrialization produces increasingly sophisticated models of organizational behaviour. More specifically, constitutional and democratic-participative management styles replace authoritarian administration. These developments are systemic; that is, the more democratic forms are typically required to effectively govern a highly developed industrial system. Slater and Bennis also come to the conclusion that as industrialization advances, more democratic and participatory models of organizational behaviour naturally emerge. "Democracy is inevitable," they say, because it is the only system that can successfully adapt to the shifting needs of modern civilization in both industry and government.

Every manager must comprehend the disparities between the outcomes produced by various organizational behaviour models because, in the end, his actions will be dictated by his underlying theory of organizational behaviour. The model employed will change based on the overall human and task conditions at work. Since supportive and collaborative models better meet the needs of higher-level employees, there will be a long-term trend toward these types of arrangements.

Conclusion:

Every organizational behaviour model outmodes its dominance in a sense by progressively meeting some demands and creating space for others that are better met by a more sophisticated model. As a result, the success of each new model builds upon that of its predecessor. Simply put, the new approach increases the likelihood of fulfilling higher demands while providing a more advanced means of preserving earlier need satisfactions.

The conclusion is that, even while one model may have predominated as the most suitable for widespread application at any one time in industrial history, other models will still have certain legitimate applications. Managers will differ in their understanding of human behaviour and their ability to apply that understanding. The expectations for employees' roles vary based on their cultural background. The policies and lifestyles of different organizations will differ. Even more crucially, the task conditions will change.

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