**Understanding the effects of critical factors influencing Organizational Behaviour- A conceptual study with special reference to Education Sector**

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**Abstract**

Organizational behavior (OB) studies the dynamics in which organizations, groups and individuals interact and influence each another. The members of the organizations are dedicated towards the performance of their assigned responsibilities, which are focused towards achievement of a commons goals and objectives. The main purpose of this research paper is to study critical factors affecting organizational behaviour in education. The effective implementation of organizational behaviour in education contributes to the enhancement of job performance, incurs job satisfaction and leads to achievement of desired goals and objectives. The main areas that have been taken into account are, nature and features of organizational behaviour, scope of organizational behaviour, need of organizational behaviour in education, contribution of educational fields to organizational behaviour, career development for organizational behaviour and challenges and opportunities for organizational behaviour.

**Keywords:** organization, behaviour, education, career development, satisfaction

 **Introduction**

“You can't lead the people if you don't love the people. You can't save the people if you don't serve the people” – Cornel West

Organizational behaviour is one of the most integral functions of the working of the organization with its human resource. In order to direct the resources in appropriate manner, leadership becomes an important part of the organization’s processes. Leadership is not just about skills; it is about showing love and concern to your followers and making them feel that they are highly valued. In an educational setting, school administrators are overwhelmed with a lot of tasks. The support that they need to succeed in their tasks hinges on their ability to encourage faculty in general to work together towards their common goal. These school principals must develop their interpersonal, or people, skills to be effective in their jobs.

Organizational behavior (OB) investigates the impact that individuals, groups, and structure have on behavior within an organization, and it applies that knowledge to make organizations work more effectively (Essays, UK, 2013). Going deeper and more specifically, organizational behavior model may be fundamentally considered as a management mechanism of an organization’s operations that shows the skeleton and the arrangement of the embodiment of a fixed pattern in the relationship between functions, parts or positions and behavior of those who showed the position, assigned the authority and responsibility and are performing uniquely in an organization. Several organizational models often adopted are: 1) Autocratic Model, 2) Custodial Model, 3) Supportive Model, and 4) Collegial Model (Clark, 2004).

Models of organizational behavior helps us to see more clearly and what is done by the organization (Falleta, 2005) - This model of organization among others can be used for: 1) Help improve our understanding of organizational behavior; 2) Categorize / manage data about the organization; 3) Help interpret data about the organization. Model is a plan, representations, or descriptions that describe an object, system, or a concept, which is often the simplification or idealization. The shape can be physical models, the model image or mathematical formula.

Specifically, organizational behavior focuses on how to improve productivity of teachers; reduce absenteeism among teachers, and deviant workplace behavior; and increase organizational citizenship of the teachers. In contemporary times, institute heads deal with many challenges and opportunities. These challenges are the result of environmental changes occurring due to factors such as globalization, information technology, quality consciousness, workforce diversity, and ethics. Principals can always refer to organizational behavior, more specifically to the models of organizational behavior, to help these school managers face these challenges and take appropriate actions. Organizational behavior becomes an important study to develop a more effective organizational knowledge. The behavior of organizations formed by different characters in each individual in the organization, and on the character of the organization also called models (Wibowo, 2017).

Differences in organizations depend on the quality of behaviors that develop within the organization. The model used by leaders / managers begin with certain assumptions about people's interpretation of organizational activities. Therefore, to get the exact model for an organization, it is necessary to understand each model of organizational behavior that exists today. Examining how each concept model of organizational behavior is very important in understanding the advantages and disadvantages of each model implemented.

Taking this into consideration, this study attempts to determine the effects of organizational behavior on the performance of higher education teachers/faculties. Moreover, this study aims to come up with sound management implications that will help institute heads to change the way they lead in the future, in line with how organizations and the communities within them are evolving. The study further seeks to give recommendations on how changing organizational behavior adaptation would drive a higher performance among teachers in the workplace. Reading this one research study would give you a good understanding of organizational behavior and its characteristics.

“The success of any system of education depends on the quality of its teachers, who shape the classroom by sharpening younger generation. It is no exaggeration to say that any system of education can never rise above the level of the quality of teachers.” (Indian Education Commission, 1966)1

The teacher is the most important element in any educational program. It is the teacher who is mainly responsible for implementation of the educational process at any stage. No amount of investment in improving the physical and educational facilities can improve education unless there are adequate number of well qualified teachers who can and willingly implement the educational process in such a way that it brings about the desired educational development of the students. It is, therefore, important that the teacher is well prepared to do his/her work efficiently and effectively. The quality of teacher depends, to a large extent, on the quality of teacher education received by him/her. (Quality concerns in Secondary Teacher Education, NCTE, 1998)2

Teacher education programme is meant for preparing teachers for their job. Teachers gain their degree as well as required basic knowledge of pedagogy through teacher education programme. The success of any educational institution depends upon the efficiency and capability of the management and the efficiency of the management depend 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 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 co-operatively 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).

The scope of this study is to understand how the dynamics of organizational behaviour operate in the education sector. The research question which this research addresses is: how critical factors related to organizational behaviour influence the education sector? The methodology adapted in this research is qualitative in nature with critical literature review analysis of 6 research papers and thereafter a convergent analysis was developed to understand specific parameters which influence organizational behaviour in the education sector.

**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). 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).

**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. The study of individuals, includes aspects such as, personality, perception, approaches, behaviours, values, norms, job satisfaction, learning and motivation.

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. For instance, when a person is coming from technical/engineering background, he/she is assigned for technical work. Similarly, if someone comes with graduate or post graduate qualification, he/she is assigned to work for non-technical jobs. Work is multifaceted and various job duties are to be performed by different individuals. They are directors, managers, supervisors, accountants, technical, clerical workers etc. These individuals are related to each other to accomplish the goals in a harmonized manner. Thus, structure relates to authority, power and duties. The superior, such as the leader has the authority and his subordinates are required to obey him.

Technology - Technology facilitates the physical and economic conditions within the working environment, which help individuals for smooth operation. In the current scenario, technology has become revenue earner for the organizations and people are keeping it updated as situation demands to survive in the market. The nature of technology depends upon the nature of the organization and has an impact upon the work or working conditions. Thus, technology generates efficiency and at the same time, imposes restraints upon the individuals in various ways. (Radhika Kapur, 2018)

**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, diligent and give his best effort to improve. 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.

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. When conducting an analysis of organizational behaviour, factors are adequately determined, which prove to be barriers within the course of implementation of tasks and achievement of goals. Measures are formulated to eliminate the barriers.

The main goal of the educational institutions is to lead towards growth and development of the students in an effective manner. If the students are able to acquire efficient understanding of the concepts and perform well in class, this indicates efficiency in organizational behaviour. On the other hand, if the students do not perform well and experience learning problems, this indicates that organizational behaviour should be improved. Management is the process of planning, organizing, directing, recruiting, leading and controlling an organization's human, financial, material and other resources to improve its effectiveness. Management of resources is an imperative area and this can be efficiently implemented by practicing organizational behaviour.

Educationists and teachers in their job acquire thorough understanding of organizational behaviour. It leads to an increase in one’s personal awareness and outlook on the following attributes: (Baijumon, & Yakoob, 2015).

Working with people from different cultures – Within the educational institutions, in most cases, individuals belong to different backgrounds and categories. The teachers and the educators should work with them in an adequate manner, make provision of equal rights and opportunities and not discriminate against anybody. The procedures and the laws within the institutions should be appealing to the workforce. The way of communication by the principal or management, sometime may be very straightforward, but the workforce may find it illogical and uncomfortable to accept. There may be differences in the viewpoints and perspectives of the individuals, but they should understand the reason behind. The principals and the heads of the institutes must learn how to adapt the managerial styles into their cultural.

Workforce diversity - Organizations are progressively becoming a more heterogeneous mix of people in terms of gender, race, age, ethnicity and sexual orientation. These differences between the individuals cannot be unnoticed; they have joined educational institutions to teach and to learn, so that they are able to enhance their skills.

Customer Service – Most of the organizations have been unsuccessful, the reason being, its employees have not been successful to provide the necessary service to its students. In an institution, when students are not able cope up with the class delivery or environment, then it is assumed that teachers are somewhere unable to deliver the way he/she should be keeping different level of students in mind. Organizational behaviour can provide considerable guidance and assistance in helping managers to understand different cultures. Cultures in which employees are approachable, pleasant, considerate, proficient, knowledgeable and prompt in responding to the needs of the students are contributing in the rendering of a crucial customer service.

Ethics – In the present existence, the educationists are required to create a morally strong condition for the staff members and the students, where they can work efficiently and confront a minimal level of ambiguity, regarding what establishes appropriate and inappropriate behaviour. Organizational behaviour is the path of acquiring an understanding of how elements of the workplace are put into place. As a promising individual, one can develop his own-self with the help of these learnings and participate in the implementation of the managerial roles positively. In organizations and educational institutions, it is essential for the managers and the educationists to put into operation, the traits of morality, decency, honesty and goodness in their conduct. The struggle to develop the understanding of the qualities and positive aspects in organizational behaviour has led to the development of number of theoretical views that can be helpful in making provision of solutions to the problems that educational leaders experience in their work (Owens, & Valesky, 2014).

**Challenges and Opportunities for Organizational Behaviour**

Acquiring an understanding of organizational behaviour in an 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 individual experiences during 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 head of institutions, when they have to instigate new strategies, methods, techniques or procedures in their work.

Equal Opportunities – Within educational institutions, there are individuals belonging to different cultures and backgrounds. They are coming from different religions, castes, ethnicities and genders. It is important to see that there should not be any kind of discrimination with anyone and they should be treated equally.

Improvement in Curriculum and Instructional Methods – Organizational behaviour leads to improvement in the curriculum and instructional methods and the teaching techniques. The functioning of the educational institutions and their standing within the community depends upon the teaching and the curriculum and instructional methods. Organizational behaviour can provide considerable guidance in assisting the teachers and principals to create such cultures, in which students feel pleasure in learning and understanding the concepts.

Improving the Confidence 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 confidence and skills can be improved by speaking and listening skills in the classrooms, group discussions and presentations, and also improving the creative and extra-curricular activities. Participating in extra-curricular activities stimulates the mind-set of the students and enables them to develop confidence and hands-on experiences.

Creating a Positive Working Environment – Organizational behaviour depends on the creation of a positive working environment. A positive working environment will happen when individuals will work collaboratively with each other. To create positive working environment, it is essential for the individuals to keep away from any conflict situation and focus on achieving personal and organizational goals and objectives.

**Conclusion**

Organizational behaviour is the field of study that examines the impact that individuals, groups, and structure have upon the behaviour within the organizations. The organizational behaviour makes provision for gathering knowledge and information of individuals and based on that they can be utilized to achieve their tasks and functions in an appropriate manner and work towards the achievement of organizational goals. To understand the organizational behaviour properly, it is most important for institutional heads or management to understand the different cultures and background of the employees and students to identify the gaps to plan and create healthy environment.

The critical factors affecting organizational behaviours are working with people from different cultures, workforce diversity, customer service and ethics.

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 smoothly. Organizational behaviour is the study of what the employees and students do within an organization and how their behaviour affects its functioning.

The success of the institution / organization depends upon many factors. First and foremost, understand the different kind of behaviour of the employee and students, data analysis and finding out route cause, plan strategies to address the issues and work together to minimize the gaps between students, teachers and management so that common goal can be achieved. Healthy work environment of an organization allow the people to come forward and express their views, ideas or queries which help the management and head institutions to take decisions in framing the policies and processes. Implementation of process and policies and strong administration at the same time can lead to success of any organization. The limitation of this study is its conceptual basis and thereby lacks of primary data sources. Future scope of research suggests that researchers should undertake qualitative and quantitative measures through primary data for the validation of the conceptual analysis.

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