Organizational Behaviour - an Introduction
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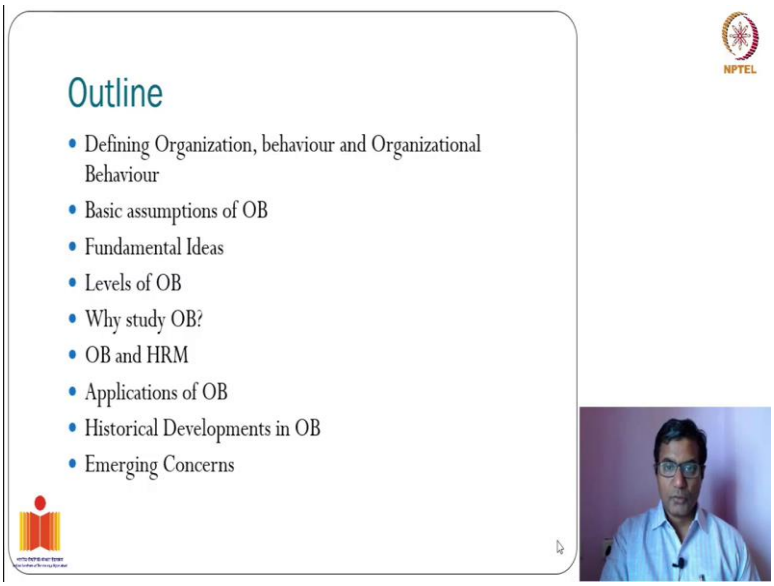
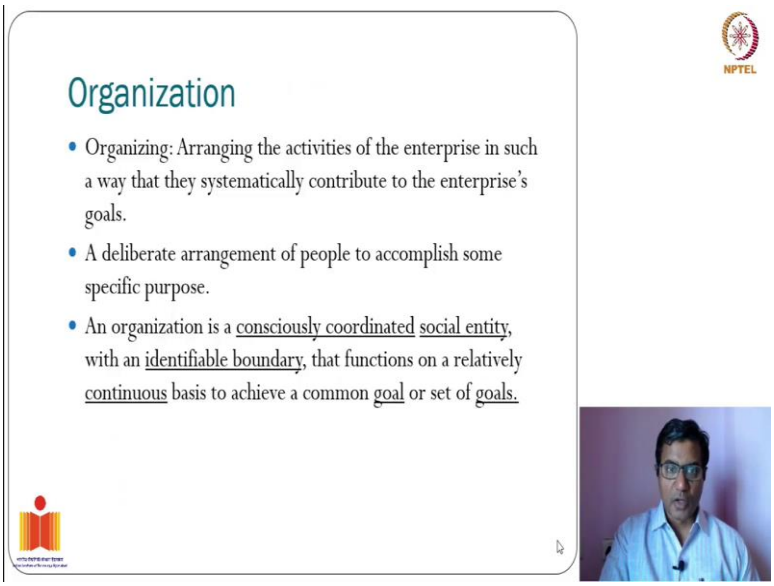
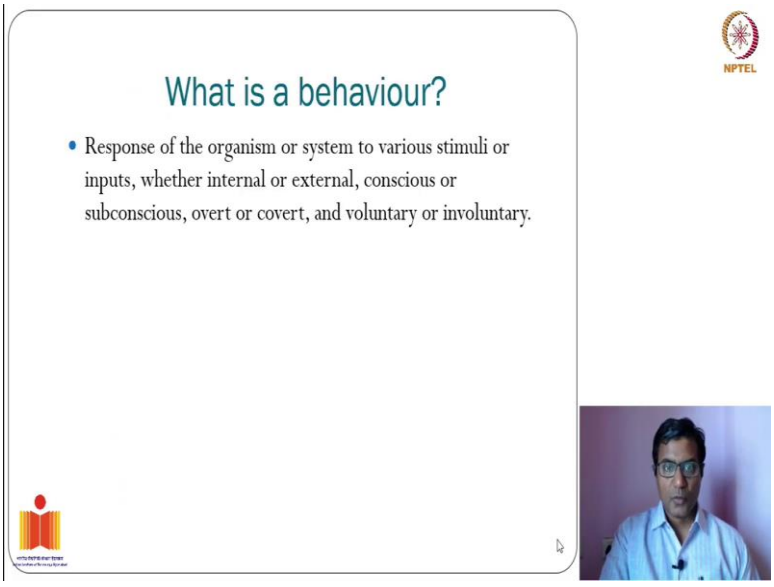
Lecture – 04
Introduction to Organizational Behaviour – Part 4

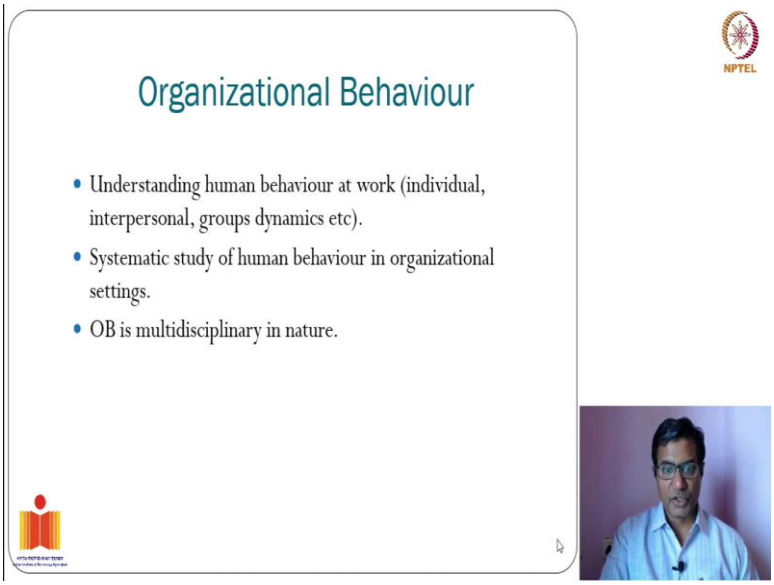
Hello all, warm welcome to this lecture series on Organizational Behaviour. I am Dr. M. P. Ganesh and this is going to be our 4th lecture in the 1st chapter which is on Organizational Behaviour - An Introduction.



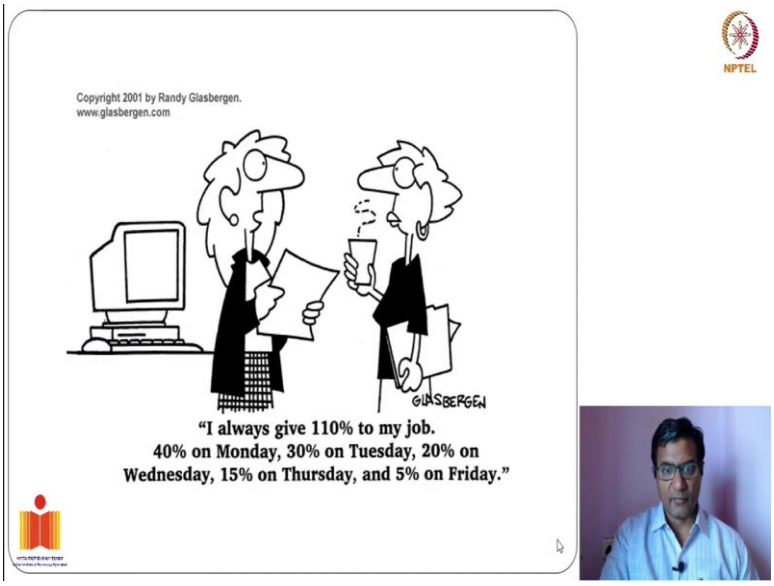
So, I will quickly summarize what happened in our previous three lectures. So, we try to define what is meant by organizational behaviour through understanding what is organization, what is behaviour and what is organizational behaviour?

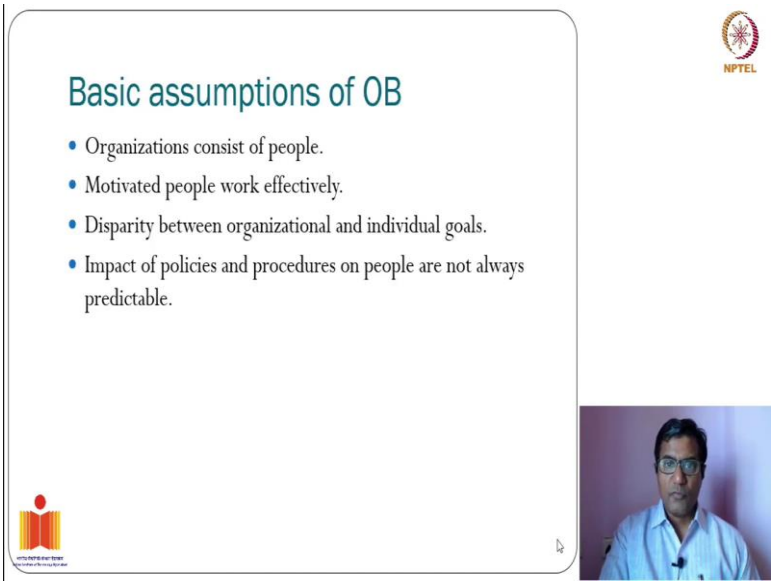




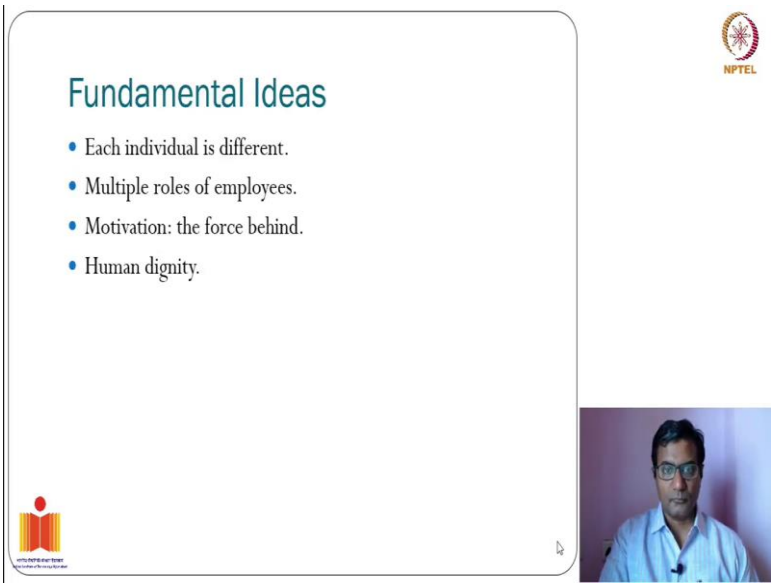


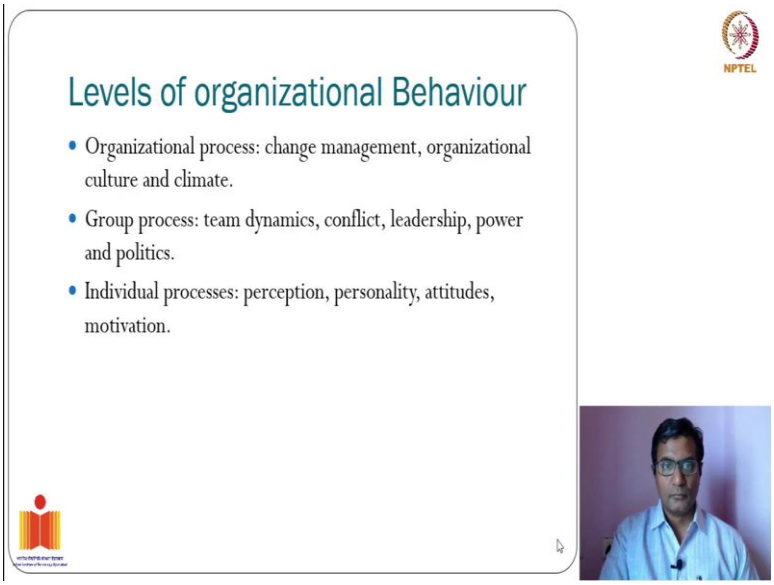
We also looked at some of the basic assumptions of organizational behaviour as a discipline.



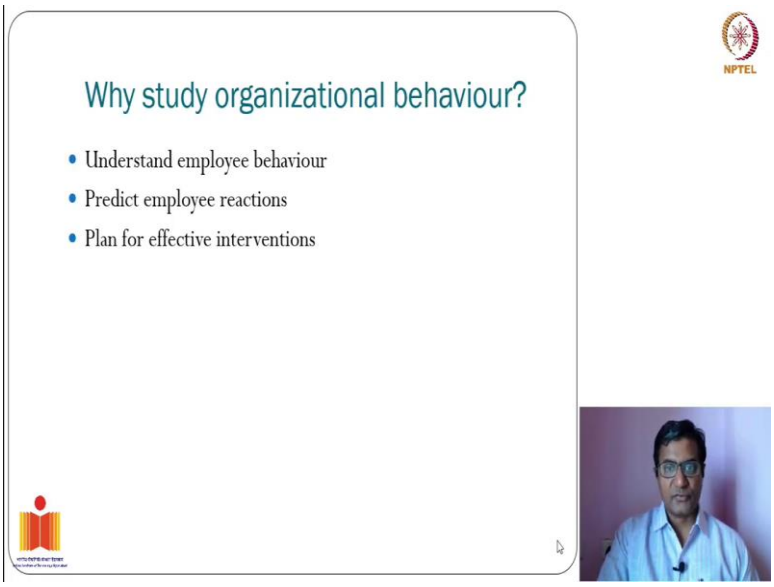


We also looked at the fundamental ideas behind organizational behaviour as a discipline.

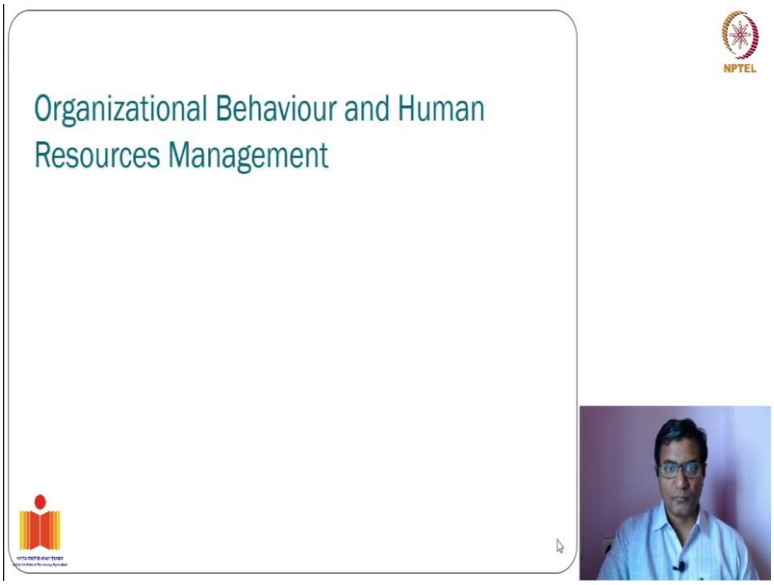




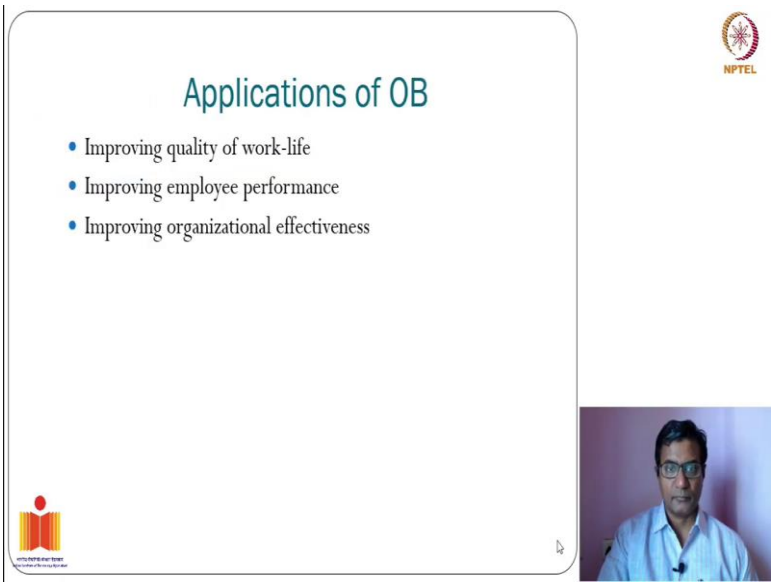
We also looked at how organizational behaviour as a discipline tries to understand individual behaviour in work place at different levels.



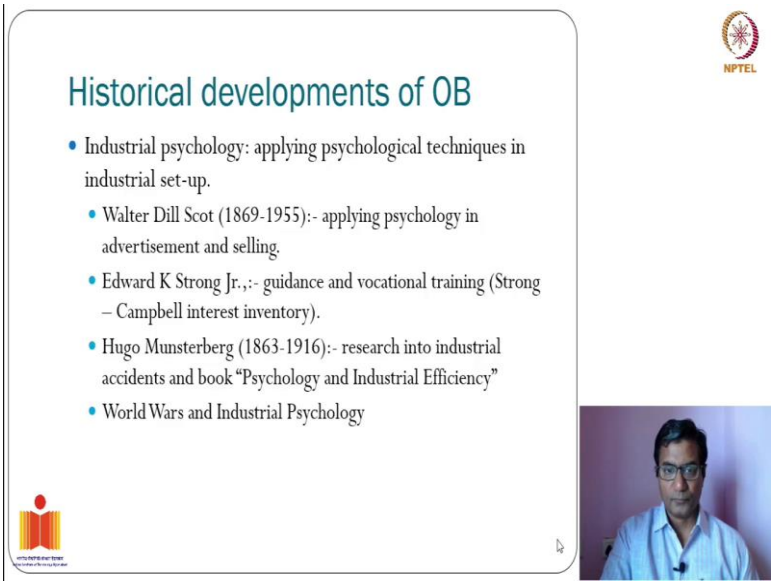
So, in the previous lecture we looked at the why do we have to study organizational behaviour or what kind of use does organizational behaviour has for students and also for managers.



So, one important application of organizational behaviour as a discipline is human resource management. So, most organization, organizations have this function called human resource management and many of its practices are based on the theoretical assumptions made by organizational behaviour as a discipline.



We also looked at the application of organizational behaviour in organizational context. So, we discussed a lot about the idea of work life balance and how to improve employee performance in long run through that how to influence organizational effectiveness.



So this is where we stopped and in this lecture we are going to talk about the history behind organizational behaviour as a discipline or how does organizational behaviour as a discipline evolved over a period of time. So, organizational behaviour as a discipline emerged from industrial psychology; so, industrial psychology can be called as the mother of organizational behaviour. Why?

Because, many of these principles of industrial psychology are applied in or used in organizational behaviour as a discipline; but what is the difference between industrial psychology and organizational behaviour? One important difference between industrial psychology and organizational behaviour is industrial psychology draws heavily from psychology as a discipline as the name suggests. Organizational behaviour is a multidisciplinary area of study, if you remember one of those slides we saw OB as a multi-disciplinary field of study.

Organizational behaviour even though it borrows heavily from psychology or it uses psychological principles to explain most of the behaviour of individuals in work place, it also uses principles or theories from sociology, anthropology, political science even economics and other social science discipline. So, that is the difference. So, if you want to understand how organizational behaviour as a discipline evolved you need to understand some information about industrial psychology.

So, the earlier; so, before I move on I was asking you about you know the role of World War in industrial psychology. If you remember the previous lecture, I asked you to read

about this particular topic; you know how World Wars contributed industrial psychology. So, industrial psychology as a discipline saw a rapid growth during World Wars, both in World War I and World War II.

One area where the role of industrial psychology became very important during this period is selection of army personnel for fighting the World War. Especially during World War there was the huge requirement for people or soldiers to fight the war. And it is also very urgent, you know you cannot spend lot of time to select people. And, also selecting wrong personnel can have huge impact for the country because if you cannot select the right kind of people they may fail to perform during emergency situations like war.

So, industrial psychology helped recruitment in terms of development of psychological tests, especially intelligence test, it helped a lot because you can recruit lot of people in one go. So, many of these tests are group test which means some 100 people were made to sit in one place, they were given a question paper kind of a thing which is called a questionnaire. So, these respondents fill these questionnaires and it was very easy to score or to understand the how much a person got a mark in that particular test.

So, it is similar to our aptitude test now, which is conducted in a very mass scale and it is very easy to score more like objective type questions. And, it was very easy to make decisions based on the answers. So, the mass recruitment was very much possible because of these questionnaires created by industrial psychologists around this time which is during World War.

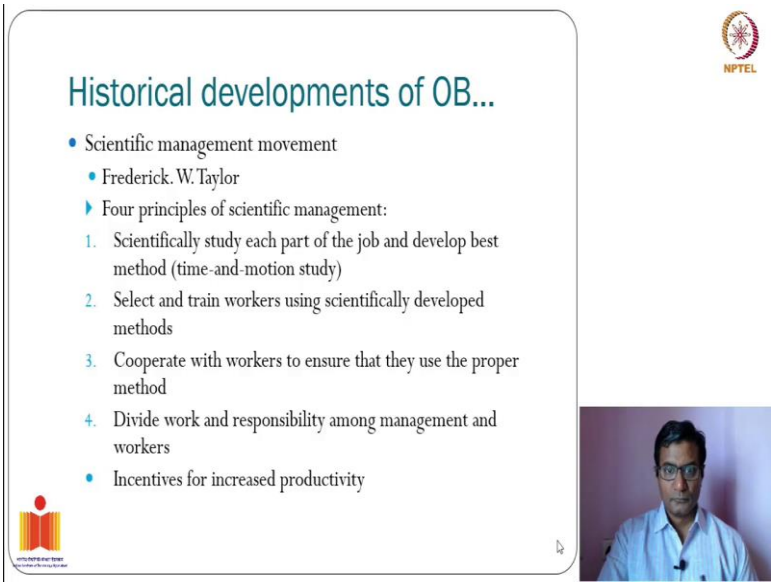
So, both you know government as well as psychologist they benefited by these phenomena. Government benefited because it was very easy for them to recruit lot of people for the army in short period of time. And, also psychologists through this data which they got they were able to refine their questionnaires, they were able to fine-tune questionnaires in a better way. During World War Industrial Psychology also helped or what happened during World War also helped industrial psychology to understand better about leadership styles.

So, theories on leadership styles, theories on managerial styles emerged from observation of army personnel and army leaders during World War. So, this is how there was a huge synergetic relationship which emerged during world war between industrial psychology

and army. So, having said that, I have also given the list of significant contributors in the area of industrial psychology during the initial days of industrial psychology.

If you see many of them are in the area of advertising and also vocational and guidance training, especially in schools. Psychology had a very strong role in developing questionnaires, intelligence tests to select people for higher education. And, also help people, students make better decisions in terms of what future education decisions they have to make and also there were also efforts made of how to improve industrial efficiency, how to help organization perform better by choosing right kind of people, making them work better and things like that; mostly in industrial setup, in manufacturing setup.

So, if you are more interested, I would recommend you to search these scientists' name in Wikipedia or in Google and understand their background. One of the key contributors to organizational behaviour indirectly is Frederick Taylor.



Or, one important phenomena which happened which significantly contributed to organizational behaviour as a discipline is scientific management movement. Scientific management movement is propagated or found by a person called Frederick. W. Taylor. If you are a management scholar, you would have heard of Frederick Taylor in your Introduction to Management book and if you remember Frederick Taylor is also called as the father of modern management. So, why Frederick Taylor is called as the father of modern management?

Because, some of his principles which proposed were very useful in improving industrial efficiency around during that point in time. Frederick Taylor is also heavily criticized for his approach for treating humans as experimental subjects or making them work like machines. If you want to quickly understand Frederick Taylor's idea of scientific management, Frederick Taylor called this theory scientific management or managing people through scientific methods.

So, what Frederick Taylor proposed was very simple, he proposed four important principles. And, before we look at these principles we have to look at what prompted Frederick Taylor to come up with these principles. Frederick Taylor was an engineer by background, he was not a psychologist or a behaviour scientist, he was trained in engineering. So, when he was working in many organizations as an engineer or a supervisor one thing is he noticed is many manufacturing organizations were a phenomena called soldiering.

So, he defined soldiering as people intentionally slowing down their work. what he noticed was workers when they were you know working together collectively, these workers try to slow down their pace of work. Why? Because, they do not want to become a threat for other employees; what it means is, when someone performs better than others then that becomes the criteria for others.

So, collectively people were working slow so that other employees were not pressurized for working more. This led to a strong you know attrition, strong impact on organizations by reduced productivity.

So, what Frederick Taylor thought was instead of making employees work on their own, we should find out the best way to do a work and we should train people in that particular method. And, then we will use methods to ensure everybody performs to that level.

So, to put it in simple words, the first principle of scientific management says let us say if there is a work which involves multiple tasks. So, there is a job which has multiple tasks, a job like let us say brick laying. Brick laying means, if you would have seen masons, people who build houses or build buildings; they are called masons. So, they lay bricks, laying bricks let us say you take a brick, you keep it and you put cement on it, keep the next brick next to it and then you place bricks on top of the bricks.

So, this is like building a wall. So, if this is the job, this particular job has multiple subtasks, tasks like taking the brick, placing the brick, placing cement on it, placing another brick, ensuring that the level is correct. And, then you know measuring to which level you want to build and then again you are placing the brick.

So, it is a repetitive task which has a repetitive job which has multiple tasks. So, if this is the overall job, you try to understand each of those tasks and see how each of those tasks can be can be a planned in a way that or can be done in a way that it uses less energy and less resources.

If some task of the entire job is not required or can be replaced by better methods, you need to replace it. For example, in India many a time you would have seen these laborers, manual laborers who carry brick in their head or construction stuff in their head. So, how this is like waste of energy and it unnecessarily burdens the worker and also it involves cost, if to carry some amount of brick you need many people.

So, instead of it how to reduce it or modify it, use a instrument which can be rolled, you can use it to take the bricks without carrying it in your head. Or, let us say instead of bending down and taking the brick, you keep all the brick in a platform; you can easily pick it up and place the brick. So, this is how you can scientifically study the entire job and reduce unnecessary task and improve efficiency.

And, also for each of those necessary tasks you measure how much time it takes and see what is the ideal time or what is the average time taken by most people to do that task. So, if you do this you will know if somebody is not fulfilling this time or if somebody is slow then it means this person is either intentionally you know wasting time or this person has no capacity to fulfill that particular tasks.

So, you select someone who suit that particular kind of a job; so, that is the second point. So, you have established proper methods to do a particular job and you know how much time it takes for each of those tasks. When you are recruiting someone you select someone whose is capable enough to fulfill that task in that particular prescribed time which you already established with scientific methods. And, also train them so, that they will they will be able to perform to their fullest.

And, the third point in scientific management is you teach some methods, you know whenever there is a performance dip you try to understand why there is a performance dip and cooperate with the workers and ensure that they are using the proper methods. So, many a times the dip might happen because workers may not completely follow the instruction or the best method to do a particular task. So, you cooperate with them, you train the workers and help them perform better, follow the rules better.

Fourth point is doing a job is the role of the worker, making decisions is the role of the management. So, how to do a job better is not the role of the worker, the role of the worker is to do his or her job, perform, you know do the tasks. How to do it better is the role of the management or the manager, because the manager uses scientific methods or researchers use scientific methods, experts use scientific methods to understand the task better.

So, whatever instructions the management comes up with are scientifically based. They cannot be questioned by the worker, the worker's role is to follow the instructions and cooperate with the management. So, these are the four principles Taylor used and whenever someone performs to the fullest, someone who performs according to the instructions and according to the standards; he needs to incentivize them. You have to pay them a bonus amount.

And, also if someone performs more than the criteria fixed; more than the average you have fixed, you have to pay them incentives. So, this sounds very good, is not it? It sounds very reasonable, is not it? But, why do people criticize Frederick Taylor or what is the problem in this approach? I will show you a small video which is for 7 minutes and you know that video talks about gives a holistic picture of what are the problems with scientific management as a principle. Are you ready to watch the video?

In Britain the Vulcan Motor Company was proud to film the way their workers assemble cars slowly and carefully by hand. Craftsmen worked in their own way at their own pace, the whole process took several weeks from start to finish. These handmade cars were so expensive that a wide gulf separated those who built them from those who bought them. But the days when cars were just luxuries for the rich were drawing to a close. In 1908 one man's vision would change manufacturing and create a new market.

Henry Ford set out to make the simplest car ever, a car for rural America. A 20th century equivalent of the horse and buggy. To produce the model T cheaply, Ford knew he had to change the way cars were built; that meant changing the way his workers worked.

As he recognized his factory to turn out model T's, he was influenced by the efficiency expert Frederick Taylor. Taylor complained that hardly a workman can be found who does not devote his time to studying just how slowly he can work.

And, then he devoted his life to speeding them up. When Taylor was brought in, he first timed the workers with stopwatches and noted their every movement.

In a famous experiment at an iron works, he recognized a worker named Schmidt; previously Schmidt had hand carried 12 tons of pig iron a day up from a wagon. After Taylor rearranged things, the tolerant Mr. Schmidt found himself carrying 47 tons and production had been raised 300 percent.

Called into an office, Taylor helps the world's fastest typist type even faster. The new world record of 150 words a minute was achieved by Margaret Owen and Taylor claimed much of the credit.

At Ford's factory Taylorism meant dividing automobile production into simple repetitive steps.

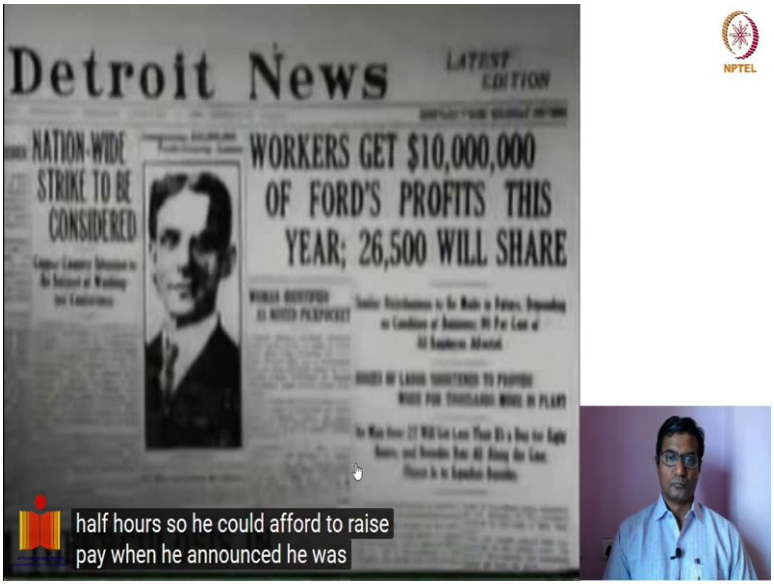
There would be no need for skilled craftsmen with years of apprenticeship; men could learn to do any job quickly.

A trained wheelwright no longer made each wheel in its entirety; wheel making was broken down into almost a 100 steps.

Done by different men at different machines; it was much faster, but workers could still complete only 200 cars a day. So, in 1913 Ford introduced his most revolutionary change yet. In those days each car was built from the frame up on stationary wooden horses. The Ford Motor Company filmed a reenactment of how Henry Ford first tried out his new idea. Henry Ford watched it for awhile and he had an inspiration, instead of moving the men past the cars; why not move the car past the man?

So, on one hot august morning they tried it that way. A husky young fella put a rope over his shoulder, Henry Ford calls let us go and at that very moment as the workmen began to fasten the parts onto the slowly moving car, the assembly line was born. Soon assembly lines were up and running in Ford's factory. The lines became the key to mass production, a system that would remain virtually unchanged for most of the century.

A network of clanging conveyors was used to deliver parts to an exact point on the line. The workers became an integral part of the great machine and management set the pace without discussion or negotiation or unions were forbidden. The men faced new pressure as the final assembly line beat out the rhythm for the whole factory. There was no way they could stop or slow it down. Few stood the pace and den for long, men tried it for a few weeks then quit, but Ford had an answer. The company was making record profits. The time taken to build each car had dropped to one and half hours. So, he could afford to raise pay.



When he announced he was doubling wages to the unheard of level of 5 dollar a day, the factory was besieged with applicants. Other car makers adopted the Ford method. Ford's recipe mass production, low costs, high wages was creating not only cheap cars, but well paid workers.

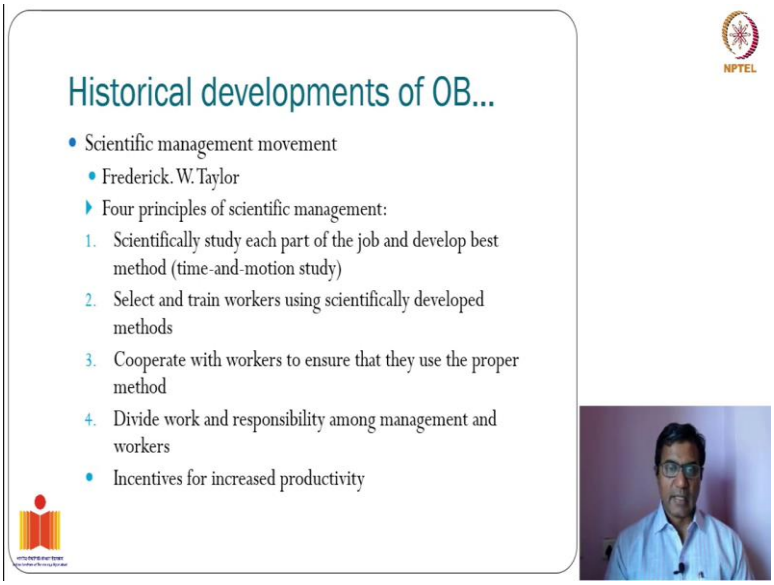
Above all it was the constant supply of new men arriving in Detroit that made it possible. The company set the terms, if they worked fast and obeyed the order they got the wages. It was a game for which Ford made the rules simple, but strict; high pay for hard work.

What Mr. Ford want from his workers was a good day's work on the shift, go home, eat can go to bed and you save your strength and get up and give him a good day the next day, that just pops in my mind and it like, it is the truth.

Ford's private security force, the plant protection service kept discipline. Anyone who recruited for the union was fired, company spies kept a look out for those considered to be troublemakers.

Workers on the ruse lines had never had job security, now those lucky enough still to have jobs became increasingly powerless.

You could not even talk to guys on the job, nothing that the foremen see you they were whispered going on and whatnot; by friend of mine was fired 3 times a guy but name of John Gallo for smiling. If he went to the bathroom, you had to get permission from your supervisor. And, if he was in there over 3 or 4 minutes, he would have had one of the service guys; if you had to use the bathroom to relieve your bowels, he would come up put his foot for you first and he says stand up. And, if when you stand up, if there was not something in that toilet, out you go.



I will quickly summarize few issues in this particular video. We will look at these, we will critically evaluate or we will try to understand what is said in the video elaborately in the next lecture. This video is about how Frederick Taylor's principles were used by Ford. You would have heard of Henry Ford, he is one of those very popular management gurus or very revered management person in the history of management.

So, this particular video talks about how using Frederick Taylor's principle had a mixed effect, a kind of a complicated effect on the organization and also on the employees.

So, one important even though using Taylor's methods helped improve productivity which led to cheap cars or affordable cars which helped middle class to own a car which is many middleclass people's dream. It also led to some consequences which were not very desirable for employees.

One important consequence is employees were made to feel that they are part of the larger machinery. In other words, the individuality or the humanness in managing people were lost. Because, of this assembly line phenomena every employee is also is like a machine, a part of the machine.

This is how they are being made to feel. And, the second important criticism is employees felt more and more powerless, because the speed of the assembly line is decided by the top level management. As an employee you do not have control over what you are doing, it is all moving and you need to adapt to the speed of that assembly line machine. So, that led to powerlessness.

So, these are two important criticisms. There are lot of other criticisms and also there are lot of very interesting issues which is there in this video. We will discuss the video in the next lecture. So, as a homework, I would request you to watch the video again. I will give the link below for this video in YouTube or the same lecture video you can find the video. Watch it again with the subtitles and think about the positives and negatives of Taylorism in Ford's company.

We will meet in the next lecture. Till then stay safe, see you again.

Bye.