**OB Models**

Organizations differ in quality of OB that they develop.

These are caused by different models of OB being followed by management in each organization.

The model that manager holds usually begins with certain assumptions about people and leads to certain interpretations of events.

**Five models** of OB have been followed by managers of different organizations at different times.

**I. AUTOCRATIC MODEL**

The basis of this model is power and managerial orientation of authority.

Those who are in command must have the power to demand “you do this or else”

Employee are oriented towards obedience & dependence on boss.

Subsistence need of employee is met .

The performance result is minimal.

**II. CUSTODIAL MODEL**

The basis is economic resources with orientation of money.

Employees orientation towards security and benefits and dependence on the organization.

Employee feel with reasonable containment.

Most employees are not producing anywhere near there capacities.

The performance result is passive cooperation.

**III. Supportive MODEL**

The basis is leadership with support.

 Orientation towards job performance and participation.

 Employee needs status and recognition.

 Performance result is awakened drives.

Employees may say ‘We’ insisted of ‘They’ .

Feeling of participation & task involvement.

Strongly motivated because status & recognition needs are met.

**IV. Collegial MODEL**

Basis is partnership with teamwork.

Oriented towards responsible behavior and self-discipline.

Employees feel needed & useful.

 Self-actualization need is met .

 The performance result is moderate enthusiasm.

**V. SOBC MODEL**

SOBC model is based on the very practical philosophy of human behavior that: every behavior is caused & follows the Cause-Effect relationship.

What we see are the consequences of behaviour shown by stimulus.

**Example:**

Stimulus: is any event that happens in the environment, it can be a sound(like someone shouting) a scene(a car accident), events(receiving a paycheck).

Organism: is a person, in OB you can consider that to be an employee or an employer.

Behavior: the organism behavior and response in regards to the stimulus.

 Example - a child(Organism) may hit(Behavior) his brother after seeing a violent movie(Stimulus).

Consequence: is the outcome that comes after the behavior, it either reinforces the behavior or is punished.

 It serves as conceptual framework.

SOBC application to HRM depends upon leader’s ability to bring into awareness the consequences that regulate the leader and subordinates performance behaviour.

 In this, the followers are actively involved in the process and together with the leader they concentrate on:

* their own behaviour
* one another’s behaviours
* the environmental contingencies
* their mediating cognition.

Although there are five separate models, almost no organization operates exclusively in one.

There will usually be a predominate one, with one or more areas over-lapping in the other models.

The collegial model should not be thought as the last or best model, but the beginning of a new model or paradigm

The SOBC model is the latest in the field of OB.

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| **MODEL** | **I****AUTOCRATIC** | **II****CUSTODIAL** | **III****SUPPORTIVE** | **IV****COLLEGIAL** | **V****SOBC** |
| **Basis of model** | Power | Economic resources | leadership | Partnership | Facilitator |
| **Managerial orientation** | Authority | Money | Support | Teamwork | Empathy  |
| **Employee orientation** | Obedience | Security and benefits | Job performance | Responsible behaviour | Belongingness  |
| **Employee psychological result** | Dependence of boss | Dependence on organization | Participation | Self discipline | Ownership  |
| **Employees needs met** | Subsistence | Security | Status and recognition | Self-actualization | High order needs  |
| **Performance result** | Minimum | Passive co-operation | Awakened drives | Moderate enthusiasm | Passion and commitment  |