

## **Organizational Behavior**

Name

Institutional Affiliation

Date

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### **Introduction**

Within organizations, it is important to learn how people interact and carry out themselves around the workplace (Aswathappa & Reddy, 2009). This is usually meant to structure ways of creating efficiency and a conducive environment for workers and employees, to improve company operations. Organizational behavior is defined as the systematic learning or study of how people act, and the kind of attitude they present within their organizations. Normally, organizational behavior is studied concerning interpersonal, behavioral, and psychological aspects of an organization (Aswathappa & Reddy, 2009). Although, other variables that influence human actions, attitudes, or behaviors at workplaces are also essential for the analysis of organizational behavior. Such variables and aspects include the structure, design, and nature of the job of a given organization. Therefore, despite group and individual dynamics being the center of concern during the study of organizational behavior, such aspects must also be put into consideration for a complete study and analysis of organizational behavior. According to the definition provided by Stephen Robbins, organizational behavior is an area of study that looks into the influence of the group, structures, and individuals on the pattern of behavior within a given company, intending to use that study to improve the effectiveness of the company operations (Aswathappa & Reddy, 2009).

### **Historical Aspect of Organizational Behavior**

The study of organizational behavior dates back to 1776 when Smith Adam suggested a new structure within organizations that focused on labor division and work specification (Aswathappa & Reddy, 2009). Later, a Sociologist named Max Weber formulated a concept

regarding rational organizations and introduced the aspect of the charismatic form of leadership. The peak of introduction to organizational behavior came in 1890 with the initiation of scientific management form by Fredrick Winslow Taylor that focused on setting organizational goals and giving rewards to employees to motivate them towards improving their workplace performance (Aswathappa & Reddy, 2009). Supporters of Taylor's scientific management argued that rational organizations with direct and clear sets of guidelines would improve organizational productivity and enhance more profitability. In the 1920s, a productivity study that was conducted by Professor Elton Mayo at Western Electric's Hawthorne plant focused on the impact of human factors and psychological aspects on organizational operations (Aswathappa & Reddy, 2009). The study also looked into how motivating workers and actualizing organizational goals contributed to improved productivity within organizations. Other later studies also helped in enhancing a clear understanding of organizational behavior by introducing aspects such as institutional theories, resource dependence, contingency theory, and population ecology all of which have become relevant in the study of organizational behavior to date.

### **Historical Concepts**

#### **Industrial Revolution**

Before the industrial revolution, no large groups of individuals used to work together in an employee-manager relationship. Organizations that existed consisted mainly of the military, with the supreme and unquestioned authority of the leaders (Aswathappa & Reddy, 2009). With orders and unquestioned leadership, authorities had an easy time dealing with behavioral issues. It is not surprising that the current knowledge that we have on human behavior was derived from such military organizations I which influences on behavior meant more than issuing orders.

Industrialists like Andrew Carnegie, William Durant, and Henry Ford had managerial mindsets and qualities that became essential in the first stages of world industrialization.

### **Scientific Management**

Industrialists initially gave focus to general managerial organizations for the development and prosperity of their companies. Fredrick Taylor was one of the major pioneers of scientific management (Aswathappa & Reddy, 2009). He drew concern to the efficiencies of manual labor works and the belief that through scientific study of specific aspects that made up a whole job, people could come up with rational, more objective, and effective strategies of job performance. In his observation, different workers used to do the same work in different ways, and that slowed down the pace of production. Therefore, he suggested that every man should be assigned his area of work in that way, they would work efficiently and in an optimal way. Experiments that implemented his method proved relevant and, in some firms, productivity increased by up to 400% (Aswathappa & Reddy, 2009). In his argument, a scientific study of physical works could help to determine strategies for performing such jobs to optimal levels. Through that, firms could make their workers more productive and efficient by providing them with specific prescriptions of how they could do their work. This approach from Taylor was efficient because firms started to select workers with special abilities to perform tasks that required expertise, and supervisors developed cooperation among employees to ensure that all of them adhered to the specification.

### **Human Relations Movement**

Human Relations Movement was another important step towards the study and practice of organizational behavior. Human relations focused on practicing management with special

emphasis on building morale and cooperation among employees. In his argument, Raymond Mills stated that human relations were based on treating employees as human beings rather than machines or tools of work at workplaces. Furthermore, it involved listening to them, acknowledging their needs, addressing their concerns where necessary, and constantly making them feel part of the organization's decision-making processes to give them a sense of belonging. By doing so, employees' morale would be boosted and they would automatically cooperate among themselves and with the management, leading to the achievement of organizational goals and improved productivity. This movement was later promoted by Elton Mayo when he conducted the Hawthorne plant, by first investigating the causes of the high rate of employee turnover. He found out that treating employees well within organizations, listening to their concerns, and providing them with a humane environment for work, with fair pay, was important in enhancing employee motivation and morale.

Furthermore, employees were able to learn from each other by interacting, sharing knowledge and expertise on how to perform certain tasks. Improved and proper cooperation among workers and management also enhanced healthy relationships and made workplaces conducive for performance. Generally, all the historical aspects, despite their different approaches and arguments, were aimed towards improving employee behavior, and organizational structure, towards enhancing efficiency and a conducive workplace. More importantly, all suggestions and experiments were geared towards improved productivity and profitability, which in turn affected the development and improvement of the organizations.

### **Elements of Organizational Behavior**

For us to clearly understand and gain knowledge on organizational behavior, we must look into various elements that make up an organization, and which the behavior of employees and managers affects (DuBrin, 2013). The major or basic elements of organizational behavior are people or the employees, structure, technology, environment, and social system. Within organizations, employees are considered as the main resource or asset that the businesses possess, given that they are the ones that set all the activities within organizations in motion (DuBrin, 2013). Employees are an asset that all organizations have to alternative to; in other words, businesses cannot operate without employees and cannot replace them with anything else. The human part of organizations forms the basis for the future nature of the organization, as employees and organizations have a connection that will last for the longest time. The structure of the organization defines the formal relationship that the human resource has with the work (DuBrin, 2013). The organizational structure forms an important aspect of the business, as it outlines how activities within the organization are addressed and assigns positions to people who execute such activities. Designated positions within the organizations include and are not limited to staff, accountants, administration, and managers, who all connect structurally to enhance organizational performance, growth, and development.

On the other hand, the technological aspects of organizations supply businesses with useful resources and equipment for efficient performance (DuBrin, 2013). In the modern age, changes in technological aspects have major effects on organizational operations, as many aspects of organizational activities cannot be performed with bare hands. All industries assemble their resources using technology, and the more advanced technical aspects that industry involves, the more efficient operations in companies within the organization will be (DuBrin, 2013). Technological aspects create competition among different companies as they race to provide the

best customer satisfaction goods and services and be on top in their various sectors of the industries. The environment also forms part of the elements of organizational behavior. No organization can act or perform alone, without operating within internal and external environments. The internal environment defines factors that affect organizational activities but the organization has control over them, such as leadership and management. External factors, however, influence organizational management but the organization has limited or no control over them, such as technological advancement, climate, and competition (DuBrin, 2013). The social system defines the scope of the organizational work environment and the society around which an organization operates. Aspects within an organization, such as employees, leadership, and communication, must connect in operation, just like people within society work together and no one operates alone (DuBrin, 2013). Therefore, the social systems of a given organization highlight the interrelationship among different aspects of the organization and the environment around which it operates. Proper interconnection among these aspects is useful for an organization's prosper and success.

### **Personality and Perception in Organizational Behavior**

Perception is the process of giving meaning to one's environment by organizing and interpreting our impressions (Wood et al., 2016). Perception is an important aspect of human nature since what we portray in our behaviors is based on what we perceive reality to be and not the reality itself. Meaning that we channel our behaviors towards what we believe is real, or what we are shown to be real, and most of the time we don't base such behavior on reality; just our perception. Within organizations, it is important to expose employees to the study of perception to better their understanding of how their fellows make various attributions about given situations or events. Perception is usually influenced by three factors namely the situation,

perceiver, and the target. The situation at hand within an organization such as work setting, work environment, time, and social setting within the workplace environment, are perceived differently by both employees, employers, and managers (Wood et al., 2016). Perception is also influenced by those who respond to given situations, known as perceivers. The perceiver gives meaning to different situations using different aspects such as expectations, motives, prior experience of similar situations, and attitudes towards the given situation. Another aspect of perception is the target. Target as an influence on perception is based on motion, sounds, size, background, novelty, and proximity. Usually, as we try to make meaning of our environmental information, we group that information in terms of its cause, whether it is caused by internal or external factors (Wood et al., 2016). This process is known as attribution. According to attribution theory, people observe their character or their colleagues' behaviors and attempt to determine whether it is caused by internal or external aspects (Wood et al., 2016). Through attribution, we learn to perceive differences in individual and group behaviors in terms of distinctiveness, consensus, and consistency. We ask ourselves whether the group or individual behavior perceived are the same in different situations, or if an individual behaves the same as his colleague's given certain situations, or if individuals behave in certain ways over time.

Recently, many managers have learned to use the concepts of perception and attribution to promote motivation among their employees (Wood et al., 2016). For instance, by listening to employees' perception of something within an organization as discouraging, then modifying the perceived situation in given way, may alter their perception to some level. Here, managers are required to apply attribution theory and determine the cause of motivation discouragement among the employees, and figure out strategies for addressing the same.



Personality, on the other hand, describes all the ways that an individual interacts with his or her colleagues at the workplace, and their reaction to given situations (Wood et al., 2016). One's personality is usually determined by factors such as conditions of the situations that one is exposed to, environmental factors, and hereditary factors. However, organizational setups usually focus on environmental and situational factors, as inherited kind of personalities does not influence much on the operations of the organization, given that rules and regulations of companies limit many employees from expressing their feelings towards work. In other words, it is not recommended to make decisions, react to organizational situations using an inherited aspect of personality, since it may end up affecting the organization negatively (Wood et al., 2016). Employees' personality helps the managers to determine how they may react to certain situations, such as payment or leadership changes within the organization (Wood et al., 2016). Furthermore, most organizations encourage their employees to develop and maintain a positive attitude towards one's jobs. Also, personality training within an organization equips employees with knowledge on how to control their thoughts, control and maintain their emotional wellbeing, regulate his or her attitude and be able to control their emotions. Individual personality traits are affected by various environmental factors like values, attitude individual perception, and norms.

### **Organizational Leadership**

As a double-focused approach of management, organizational leadership usually works towards achieving the best outcome for both employees, and the organization in equal measures (Wood et al., 2016). It also defines work ethics and attitude that motivates one in any position to be a leader from the bottom, middle, or from the top of a company. Leadership is an important aspect in promoting good behavior within an organization (Wood et al., 2016). As the leadership

structure of an organization takes shape in implementing the rules and regulations that govern the operations of a given organization, employees get in line and adhere to every aspect of such rules. However, the performance level of an organization and the urge for employees to adhere to organizational regulation are dependent upon the attitude and approaches that the leadership structure of the organization employs (Wood et al., 2016). Furthermore, the motivation to improve performance depends on the nature of leadership structure, and how fair the organizational leadership is composed in terms of gender, merit, and experience.

To successfully lead an organization, managers require to promote strength within their businesses. Success in leadership calls for capitalization of strengths available for the organization and proper management of weaknesses that accrue to the same (Wood et al., 2016). Leaders are expected to promote perfect performance among their employees, building on the block such as naturally occurring talents, skills, and knowledge that employees have. It is from the three aspects of strength that leaders within an organization develop and groom other employees to become future leaders through training and promotion, as the level of motivation within the employees gets boosted from such actions. Furthermore, communication makes yet another important aspect of leadership (Wood et al., 2016). Organizational leadership can enhance good organizational behavior through proper communication with the employees. Managers with good communication skills have their employees free and are willing to listen to concerns, suggestions, and complaints from their employees. Furthermore, good communication within an organization promotes an understanding of values, assumptions, beliefs, and expectations between managers and employees (Wood et al., 2016). This is because both the employees and managers get to appreciate worldviews and concerns from each other, as it helps

to promote a streamlined flow of information within the structure of the organization, easing the performance of operations.

Organizations employ different styles and approaches in leading the operations of their business. The most successful leadership style according to many studies is the democratic style. In democratic leading, managers usually reach out to their employees and inquire about their views and concerns regarding different aspects of the organization. During decision-making processes, managers seek the opinions of employees before settling on given decisions. According to (Wood et al., 2016), many businesses in Ireland have succeeded due to the employers' use of the democratic style of leadership, as most managers relate well with their employees and inspire them to be productive. Proper relationship among employees and between them and their managers is essential for the success of the businesses (Wood et al., 2016). Other forms of leadership include autocratic and authoritative styles, in which employees adhere strictly to what they are told without questioning. The pacesetter style involves the managers prompting employees to do better by giving examples in action. Managers perform given duties within the organization and expect or instruct the employees to do as they did. To achieve good organizational behavior, managers usually choose the style of leadership that best suits the relationship they have with the employees or integrate the two or three that can work together and promote a conducive work environment for the employees (Wood et al., 2016).

### **Employee Motivation**

Employee motivation defines the level of commitment, creativity, and energy that workers bring to an organization (Honore, 2009). It is always a concern and responsibility for management to look for ways to motivate their employees and create a positive attitude towards

their jobs. Employee motivation can help in building good organizational behavior, as motivated employees are usually willing to put more effort into their work. Different ways of motivating employees include incentives, bonuses, benefits, and better payments (Honore, 2009).

Furthermore, employees can be motivated by non-tangible stuff like job promotion, training, acknowledgment, recognition, and leaves. Such actions coming from management to their employees usually help in building characters within employees and give them the urge to perform more and retain their workplaces for a long time. Further, it builds a proper relationship between employees and employers. The economy of Ireland has been listed among the fastest-growing worldwide, and many studies suggest that different economic sectors and industries give it up to hard work put in by employees in performing well at workplaces (Abdullatif, 2016). In Ireland, most workers are aged, and organizations encourage generational differences at workplaces of diversity. Older workers are motivated to give training to the younger generation workers and share their experience with them (Abdullatif, 2016). According to Herzberg's motivation factors, generational differences present varying work experiences. The variations come in terms of motivation and commitment level (Abdullatif, 2016). Different theories exist to explain strategies managers can use to motivate their employees. One of them is the Equity theory, which argues that employers assess effort levels for their workers and formulate immediate rewards for such efforts. Employees work towards maintaining the balance between the effort and reward, as most of them would strive to put in more effort and get more reward. Expectancy theory, on the other hand, asserts that employers, through decision-making processes, evaluate the efforts put in by employees for their outcomes (Abdullatif, 2016). Employees will work more and perform better because they believe that their effort will result in rewards from their employers. In that case, therefore, managers promote good organizational behavior by

clearly outlining their expectations, understanding employee objectives at personal levels, properly communicating with their employees, and accompanying employee efforts with attractive rewards once the set objective and expectations are met. In many organizations, employee motivation is given priority as managers realized the good that comes with motivation.

Motivated employees tend to give their best in terms of behavior and performance since the managers give them reasons to be the best at what they do (Honore, 2009). When employees are motivated, their level of work morale goes up and they try their best not to disappoint the good deed they receive from their managers. Desirable behaviors from employees are usually rewarded with positive reinforcement such as salary increase and job promotion, and that helps in creating healthy relationships at work since everyone's effort is compensated fairly. Through motivation, employers are certain of better productivity as performance becomes the core focus of both the employers and the employees (Honore, 2009). When employees are provided the correct tools and opportunities to achieve their objectives, almost every employee will have the urge to take up the challenge and perform. Furthermore, everyone would love to put their effort to work in environments in which their efforts are appreciated, their performance rewarded, and their achievements and recognized and celebrated. With all that, motivation becomes an important tool used to build good organizational behavior among the workers in every organization.

### **Organizational Teamwork**

Recently, many organizations have embraced the aspect of working together and creating a teamwork effort in achieving organizational goals (Honore, 2009). The power of a team can be harnessed from any sector of the economy, be it the manufacturing sector or the

knowledge sector where benefits are derived from working together in a team structure.

Teamwork in organizations is formed by having people organizing themselves to perform cooperatively as one group (Honore, 2009). In that sense, people learn to share their skills, knowledge, abilities, and strengths, while also appreciating each other's weaknesses. Regarding organizational behavior, teamwork can be essential in developing an individual character based on what is learned from a group. When people share their experiences and skills and weaknesses, they learn from each other, and from that, one's behavior at work may change for the better just by imitating his peers' characters and behaviors that are appreciated within the organization.

Working as a team, employees purpose to deliver on specific objectives that relate to their company. They tend to share leadership roles, and accountabilities both individually and as a group (Honore, 2009). In working together, employees have an easy time discussing their tasks, making quick decisions regarding work, and can measure individual and group performance based on the assessment of the results from their collective work. Employees get an easy time accomplishing tasks as a group and save a lot of time compared to if they performed such tasks individually. Organizations promote teamwork as it helps them set shared objectives among the employees and nurture some aspect of signature behavior for their companies. For instance, when a company has its employees perform tasks as a group and behave in certain ways, they build up a signature routine and behavior and performance among the employees (Honore, 2009).

In many cases, if the behavior in question is nurtured and is a good one, all the employees will learn to imitate such behavior and get comfortable with it since they behave so as a group. With teamwork, no individual employee feels left behind as they all offer support to each other, complement each other, correct each other and achieve objectives together. To achieve team

objectives, all members must work together in setting urgency, establishing directions, and demanding good performance standards from each other (Honore, 2009). To live up to their expectations, teams must set compelling reasons to exist, as that gives the team the purpose. Managers must also support their employees in working together by providing them with the resources they require to accomplish their tasks. Furthermore, the support from the managers should be automatic as the end products from teamwork are beneficial to both the employees and the organization as a whole. I established a workforce, managers and employers select members of the give teams based on their experience, skills, knowledge, and relevance towards the objective to be achieved, and not based on their personalities. When selection is done based on merit, the set objective will be easy to achieve and the outcome will be awesome (Honore, 2009). Teamwork, through clear rules regarding the expected behavior of members, can help to shape the actions and characters of each member within the group, since such rules are made based on equity and in favor of individual employees, the organization in general.

### **Organizational Communication**

The subject of communication concerning organizational behavior encompasses both informal and formal forms of interaction in the whole organization (West et al., 2010). This includes communication among employees, from management to employees and from employees upwards to management. In managing organizational behavior, communication is a vital tool that managers use to assess the thoughts of their employees and what is going on among them regarding the operations of the organization. Communication within an organization is useful in updating workers on new policies or adjustments regarding the same, preparation for a financial year, ensuring the safety of employees, or lodge concerns and complaints to the management (Joo & Lim, 2009). Either way, establishing a proper communication channel

within the organization is key to addressing a lot of issues. A poorly established channel leads to communication breakdown, miscommunication, the passage of wrong or confidential information, and misunderstanding within the company. Therefore, it is within the responsibility of the managers to ensure that the layout of communication channels in the organization reaches the required standard (Joo & Lim, 2009). Two-way communication is usually the best-preferred form of communication within the organization, since it allows for a free flow of information between the employees and managers, through different channels like the Human Resource Department. This way, managers can listen to concerns, views, and opinions from the employees regarding the work environment, and set up a forum to address such issues (Joo & Lim, 2009).

Organizations, therefore, need to establish effective strategies of communication to ensure the safeguarding of credibility and enhance the establishment of loyalty and trust among the employees. Furthermore, effective communication strategies ensure consistency of information passage, which in turn may help establish a strong brand of employment. Good communication skills are important for both employees and managers (Joo & Lim, 2009). First, good skills help to prepare managers for their different roles as leaders within the organization, and secondly, help to build a good rapport between the owners of the company and their workers. For an effective communication strategy that builds organizational behavior, a highly professional, top-down approach must be established, with the senior leadership of the organization setting the standards for how information should flow within the company. Also, organizations must set out proper methods of getting and giving feedback to reduce delays in communication and ensure fast delivery and streamlined communication channel (Joo & Lim, 2009). Regarding motivation, a proper communication channel informs and clarifies to the



employees what they are to do, in the manner and ways of improving their performance, thereby toning down pressure.

Furthermore, proper communication strategy and the channel helps in alternating attitudes of an individual since information materials that promote positive attitudes like journals and magazines are provided to the employees, and communication is done in a proper way that does not upset either the employee or the employer (Joo & Lim, 2009). Some organizations also embrace open communication as it enhances and promotes socializing among members of the organization, apart from creating a chance for controlling the processes of the organization. Therefore, a good communication channel within the company is essential in controlling the employees' behavior, as it highlights various hierarchical levels and specific principles that employees follow at workplaces (Joo & Lim, 2009). Companies also hold conversations to solve problems and address issues arising that concern the organization. Through that, members learn to approach issues in a professional, mature way.

## **Conclusion**

This report highlighted the concept of organizational behavior and its benefits in ensuring the growth and development of organizations. Good organizational behavior is essential in promoting an important organizational culture that enhances prosperity. Various organizational behavior concepts and elements have been covered, including leadership, communication, employee motivation, and teamwork. These, and other aspects of organizational behavior not mentioned in this report enhance proper running and smooth transition of information and operation in organizations (Joo & Lim, 2009). Furthermore, managers and employees both have a responsibility of promoting good organizational behavior among

themselves by observing the positive aspects and avoiding negative ones such as workplace stress. Important to note also are the external and internal factors that influence organizational behavior and operations (Joo & Lim, 2009). External factors like competition and climate change influence operations within the organization, but the organization has little or no control over them. Internal factors, however, are within the control of the organization, such as leadership and management. Managers should therefore observe essential aspects of organizational behavior, filter out the positive ones and use them to promote efficiency and to provide a conducive working environment for their employees. Furthermore, a good and properly established relationship among employees, and between the management and workforce, is the key to proper organizational behavior and can help improve the productivity and performance of an organization.

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