Organizational Behavior

[Author Name(s), First M. Last, Omit Titles and Degrees]

[Institutional Affiliation(s)]

Author Note

[Include any grant/funding information and a complete correspondence address.]

Organizational Behavior

Organizational behavior includes the study about the individualistic and group performances and their activities within the premises of an organization. Organizations are comprised of different departments and it is important to create a better understanding of these departments. OB provides a wide range of information and knowledge about the particular behaviors of people or the employees who work in the organizations and they are part of these organizations(*Organizational Behavior Explained*, 2017). Moreover, OB allows creating a better understanding of the complex humanistic nature.

Organizational behavior includes various segments that are interlinked and make a relationship with the organization. Such segments can be considered as culture and leadership, and the subparts: culture and ethnocentrism. An organizational environment is not composed or created by a single factor, these are created with the help of individuals and employees working in the environment(*Organizational Behavior*, 2016). Leadership and organizational culture are interchained, while leaders are the ones who lead the organization. Leadership and culture in an organization are crucial for the development and sustainability of the organization, while both are considered to be the core values. To lead an organization, the leader needs to create a better understanding of different cultures.

In the context of OB, culture can be defined as the overall system, which is based on generalized assumptions, values, and belief systems. Employees working within the organizations get involved in making assumptions and judgments (Kargas & Varoutas, 2015). While ethnocentric behavior in an organization is one of the sources which causes problems in the organizational problems. Ethnocentrism in the context of OB is the division of working people based on their ethnic, racial, and religious affiliations (Langley et al., 2009).

# Culture and Leadership

Leadership plays a vital role in making influences on others and making changes in the behavioral patterns of others, moreover leadership also contributes to the formation, change, and maintenance of culture. Before getting into a discussion regarding the basic concepts, it is important to understand the meaning of leadership. It is defined as the source of different behaviors which makes greater impacts on others whether positively or negatively. Experience is the way through which an individual can lead, and this is gained by participating in the organizational activities. Culture and leadership are considered to be the two main operational factors in the OB which portrays the organizational relationships (Tsai, 2011). Organizations get affected by the market competition, and to identify competitive markets, understanding of cultures and their leadership is important.

In the sustainability of organizations, the role of culture is to create patterns of transactional and transformational leadership. The transactional organization works within the contexts of the existing cultures and this does not tend to change the cultural patterns (Bass & Avolio, 1993). While the transformational organization promotes the charismatic style of leadership and chains with the organizational culture. This portrays the dimensional connections in the organizational culture, which leads the working people to become mission-oriented, integrative, and participative in the organizations. A mixture of both transactional and transformational styles of leadership is considered to be more oriented towards the understanding of organizational cultures that support the rewards systems (*Organizational Culture*, 2020a). Leadership and culture help organizations to identify employee performances, and their commitment towards their work, and adaptations in the innovations by the organization. Humanistic culture in the OB makes positive impacts on the overall performances and achievements(John et al., 2019).

## Culture

In the OB, culture is defined as the generalized belief and value systems, and the assumptions by the employees in the organization. Judgments, assumptions, and belief systems contribute to the creation of a particular and unique environment that be based on the different social and psychological patterns(Neuliep et al., 2005). In the context of OB, culture has five main elements, that includes, ownership, community, purpose, effective communication, and leadership. These elements help organizations for the sustainability and maintenances of the organizational cultures. Culture is the result of various aspects including preferences, market demands, value systems, objectives, and assumptions in the organization. The value systems identify the organizational influences over the other segments in the environment(Taylor et al., 2019). Moreover, the culture of the organization includes the exchanges between the leaders and employees for sustainability and competition in the global market.

## Ethnocentrism

Ethnocentrism in the context of OB depicts the ethnic, racial, and religious backgrounds of all of the working people in the organization. In the maintenance of the organizational environment, understanding of ethnocentrism is important (Neuliep et al., 2005). This helps to promote diversity and learning opportunities in the organization. However, any kind of misunderstandings concerning ethnocentrism may lead to organizational problems. Employees make assumptions and judgments in the organizations, whereas, ethnocentrism may promote these in the organization(*Organizational Culture*, 2020a). Ethnocentrism in the OB may hinder the promotion of cultural diversity and create complex systems of relations(*Ethnocentrism*, 2020). To challenge competitive market segments, a diverse OB is important, and this will also help in the representation of organizations in the external environment. At the same time, a better understanding of ethnocentrism may promote skill development and the education of employees in the organization.

In the process of OB, the inclusion of cultural dimensions including transactional and transformational, and ethnocentric patterns will enhance the effectiveness and market competitiveness of the organization. Market competition and sustainability of OB are the critical processes as these decide the future of the organization(*Organizational Culture*, 2020b). Lack of understanding of leadership and ethnocentric belief systems may not lead organizations towards success.

References

Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly*, 112–121.

John, K., Olelschlegel, C., & Thomas, J. (2019). *10 Principles of Organizational Culture*. https://www.strategy-business.com/feature/10-Principles-of-Organizational-Culture?gko=1f9d7

Kargas, A. D., & Varoutas, D. (2015). On the relation between organizational culture and leadership: An empirical analysis. *Cogent Business & Management*, *2*(1), 1055953.

Langley, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). *The improvement guide: A practical approach to enhancing organizational performance*. John Wiley & Sons.

Neuliep, J. W., Hintz, S. M., & McCroskey, J. C. (2005). The influence of ethnocentrism in organizational contexts: Perceptions of the interviewee and managerial attractiveness, credibility, and effectiveness. *Communication Quarterly*, *53*(1), 41–56.

*Organizational Behavior Explained: Definition, Importance, Nature, Model*. (2017, July 28). IEduNote.Com. https://iedunote.com/organizational-behavior

Taylor, A., Santiago, F., & Hynes, R. (2019). Relationships among leadership, organizational culture, and support for innovation. In *Effective and Creative Leadership in Diverse Workforces* (pp. 11–42). Springer.

*The Role of Leadership in Changing Organizational Culture*. (2020a). https://cultureiq.com/blog/role-leadership-changing-organizational-culture/

Tsai, Y. (2011). Relationship between organizational culture, leadership behavior, and job satisfaction. *BMC Health Services Research*, *11*(1), 98.

*Understanding and Developing Organizational Culture*. (2020b). https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understandinganddevelopingorganizationalculture.aspx

*What Is Ethnocentrism in Business?* (2020). https://smallbusiness.chron.com/ethnocentrism-business-26317.html

*What is organizational behavior? Learn more about the human side of business*. (2016). http://www.css.edu/the-sentinel-blog/what-is-organizational-behavior-learn-more-about-the-human-side-of-business.html