Organizational behavior

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The observation and analysis of human behavior in an organizational setting are defined as organizational behavior. In a general sense, it is a study of human behavior and human interaction with the organizational norms and values. It is easy to understand human behavior generallly, but within any organization, different phenomena impact the performance of individuals. Therefore, organizational behavior is an academic discipline which investigates the human perception of surroundings in any organization.

# Literature Analysis

 Fiona Wilson’s ‘*Organizational behavior and gender*’ provides in-depth analysis about gender silence (Wilson, 2017). She believes that organizational cultures take away many opportunities from certain gender. For example, she believes that despite such modernity, certain organizations are still reluctant in delegating powers to women (Wilson, 2017). According to her, such organizational arrangements suppress gender silence. This book is the second edition and includes a comprehensive analysis of gender discrimination at workplaces. Wilson has analyzed various assumptions about the role of women in the workplace. She argues that such discrimination is rooted biologically. This biological contrast suggests that women and men have contrasting skills. Men achieve such skills by being more adaptive toward organizational behavior. She opines, that for many reasons women can’t get amalgamated too quickly in any organization. Wilson has analyzed different topics such as selection criteria, assessment procedure and leadership motivation in both men and women. On the basis of these findings, she believes that working women have to face harsh realities. These harsh realities are diverse and not limited to household responsibilities, vertical or horizontal job segregation, part-time jobs, and low salary structures, etc. Wilson argues that inequalities in opportunities come because of gender discrimination and prejudicial expectations (Wilson, 2017). She conclude by referring toward the worst aspect of the organizational pattern which is sexual harassment and pervasiveness. She believe that the masculine environment force many females to become part of the gender silent group.

‘*Understanding knowledge hiding in Organizations’* by Connelly et al. is about sharing knowledge at the workplace (Connelly, Černe, Dysvik, & Škerlavaj, 2019). The authors believe that since the working environment has become so technological oriented, therefore the employees must experience the use of their knowledge in different areas. The authors have criticized such organizational norms in this article. For them, the intellectual asset of employees is by no means, the subject of organizational hierarchy (Connelly et al., 2019). Knowledge hiding is a recent and debatable phenomenon since it rests the basis for distrusts and competition in any organization. The authors believe that context plays an important role in knowledge hiding and making the characteristics of individuals. Knowledge hiding disturb the organizational interdependence and impact negatively on the organizational creativity. The authors have attempted to criticize the organizational behaviors which force the employees to hide their knowledge. In the article, the authors have held responsible the organizational behaviors which are responsible for such upbringing of the employees.

In the article ‘*Humanitarian Organizational Behavior’,* the authors have talked about various incidences which result in the formation of a weak and disrupted organizational pattern (Meyer, Carr, & Foster, 2018). They argue that since organizations are dependent on people to further their goals, therefore they must care about the basic humanitarian values. Taking the examples from economic recession-era, they argue that organization turns their back toward employee that were once core part of their hierarchy. Since, in difficult economic times, companies and organization cut down their expenses, it becomes so difficult for the employees to cope with such situation (Meyer et al., 2018). Humanitarian organizational behavior talks about such values which care the humanitarian aspect of the employee’s life. The authors believe that unless organizations do not justify the unnecessary cuts from employees’ salaries, they can’t expect a burgeoning growth. This is how the humanitarian organizational pattern guarantee the success of organization.

# Critical analysis of motivation theories

Different motivational theories characterize human needs. The propagators of these theories have based their understandings on the notion of human needs. These theorists believe that since human needs are diverse and they pass through different phases in their life, therefore at different stages of life, the motivations change. One of such ideas was propagated by Maslow. He believed that source of motivation is certain needs. These needs are biological or instinctive. These needs classify humans in different genera and link their motivations to some generic base. Maslow has divided his theory into five different types which are actually the different aspects of an individual’s life. They include physiological needs, social needs, security needs, self-esteem, and self-actualization. For Maslow, since these five aspects are at the core of human needs, therefore he keeps on motivating himself, in order to meet each end meet. In his theory, he has attempted to cover each phase of human life.

Another theory of motivation is the expectancy theory. This theory suggests that since humans tend to compete other in different situations, therefore, expectancy theory forces them to behave differently in different situation. It argues that since human are worried about the end results (or expectations) therefore they behave differently. The framer of this theory has liked the expectation of result to the efforts one puts in a certain task. There are three different components of the expectancy theory. The first, its propagators believe is the effect- perforce relationship. It happens in the working environment, where the employee believe that working hard will end in promotion or salary increment. The second aspect of this theory is performance- reward relationship. It entails that employees are always rewarded when they perform excellently in their respective field. The last is the reward- personal goal relationship. It tells that employees work hard in order to expand their personal goals. For example, learning new skills will add potential to their personal self and not in the organization they work for.

Critical Analysis and example: Maslow theory is more about taking an individual on his life journey. Although he has beautifully illustrated different phases of human life, these all remain hollow, in the absence of a constant source. A man interacts with many people in his lifetime. Every new person adds to his experiences. It happens in his personal and professional life. Since his survival is important, therefore he shortly finds a source of income. In his personal life, the experience is different, which might be good or bad. If one places this example in the model presented by Maslow, it becomes apparent that Maslow’s audience is not an individual, rather a pattern of life. This pattern is much different from the usual surroundings of an individual. Personally, I have observed that my manager at my former workplace tried his best to maintain balance in each aspect of his life, but as he started improving one aspect, he lost opportunities on other ends.

Although much different to Maslow theory, the expectancy theory also offers a very narrow approach. It has limited the opportunities for an employee to just the workplace. Since for an individual, the workplace is a single aspect of life and there are many different aspects which influence the behavior of the individual, therefore Maslow’s theory is much narrow in its understanding of an individual life. In the practical sense, the theory also remains too narrow. Its propagators have attached the gains with putting in something very substantial. Though the workplace is competitive and everyone requires to put in the best of their experience, but again the organizational atmosphere varies from organization to organization. In the last job, my experience was somehow relevant to the theoretical lens offered by this theory, but again I believe that at no time I required to put in much effort to gain substantiated results. This is how my experiences defy these motivational theories.

#  Ways of improving the motivation of the staff in the workplace

Keeping employees motivated is one of the crucial responsibility of the manager. In order to gain maximum output from employees, to satisfy the dynamic requirements inside the organization and to compete other companies in the market, motivation is what can make this all going. The most used to strategy to motivate the employees is to offer them rewards in form of cash or salary enhancement. But, since each area of employment has become so advanced and concentrated that sometimes, such strategies are not workable. Following are some new ways that can work in the changing environment. They are different from how in the past the employees were appreciated.

Recognizing achievement: Once an employee starts feeling that there is less or no recognition for his efforts for an organization, he starts taking some back steps. It acts as a two-edged sword and impacts negatively on the individual’s performance. To sustain positive results, organizations need to encourage and recognize the achievements of their employees.

## Setting small and measurable goals: Some companies often set too large targets for their employees. Although they offer handsome rewards in return, the employees remain dissatisfies and disgruntled. As a result, such employees start working over minor tasks and avoid grabbing large tasks (Zwikael, Chih, & Meredith, 2018). This is the reason why organizations remain too distant from achieving their objectives. Contrary to this if organizations set small and measurable goals, the employee instantly becomes interested in working not just for the company but for themselves too.

## Staying positive: At different points in the organization’s history, some targets remain unachievable. As the fault remain at each end, but it must not negatively affect the company’s performance. Some case studies suggest that at such points in the time, the company lose their best-performing employees since they all lose positivity at once. Therefore, staying positive at the workplace is one of the several keys to keep the employees motivated.

## Awarding regular breaks: The organizational life is lengthy and burdensome. It is same for the hierarchy and for the employees. It’s natural that after a specific period individuals need to retreat himself. The regular breaks serve this purpose. If the organization is not strict in awarding break, its employees remain attached to the same organization which serves the purpose of organization. The large organizations of today grant leave to its employees, just to take advantage of their continuous affiliation with the company.

## Caring for health: The different tasks at the disposal of employees often risk their health. In many cases, the organizations they are working for don’t offer lucrative benefits for health. As a result of non- beneficial environment for health, the employees exit the company very soon, since good health is directly related to employee’s performance and its targets. The organizations must, therefore, offer health coverage to each person which adds input in their gross revenues.

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