

Organisation behaviour at the ibm firm



Organizational Behavior is a field of study that investigates the impact that individuals, groups and structure on behavior in organizations in order to apply this knowledge to improve organizational effectiveness.

An organization is a group of people working together to achieve a wide variety of objectives, the objectives of different individuals in the organization and objectives of the organization as a whole . Organizations exist to provide goods and services that people want. These goods and services are the proceeds of the conduct of workers.

Introduction :-

IBM has created an innovative global strategic framework for this new era of diversity, which will help IBM address the emerging issues taking shape in the 160 countries where we do business. Our long standing commitment to workforce diversity equal opportunity, affirmative action, cultural awareness, and work / life balance has evolved into a legacy they became fashionable, politically correct or, important, mandated by law.

IBM orchestrated one of the most dramatic changes to workforce diversity when eight diversity executive task force were established and the subject became a marketplace issue about talent and getting the best people for the job. These task force include asian, black, Hispanic, native American etc. People with Disabilities, Men, and Women. The task forces has chaired and staffed by executives from that particular constituency.

The mission of each task force is to increase IBM's success in the marketplace by focusing on the various constituencies as customer. In

addition task force leaders help ensure that our diversity training is fresh, remains well received, and is a priority for our company.

Diversity and the concept of workforce inclusion are key factors in helping define how we do business in today's marketplace and help us compete for the best talent and enhance our ability to create new revenue streams retain employees, win clients and maintain our marketplace leadership (Hellriegel and Slocum, 2007).

Organizational Culture

IBM is an international corporation with operations in over one hundred and sixty countries as far afield as Brazil, Thailand, Israel, Singapore and Hungary. Clearly, no single universal culture of IBM's organization exists, national, regional, cultural, and linguistic variables abound. However, by focusing on the organizational culture of IBM in the United States, the birthplace and headquarters of IBM. Perhaps we will have a solid foundation for the conduct of the global organization of IBM.

The IBM culture is successful because it focuses on education of employees from within. Culture works because it has always worked. IBM does not intend to do something in the business as its core value that no one has ever done. IBM simply creates a very inflexible culture that emphasizes customer satisfaction as the most important part of your business. With the values of customers in mind, IBM has created a culture of their employees have to be back.

The result, vision, or a large image is regularly stressed in the monthly meetings of the department. The picture in my organization is to provide a quality product at a cost, time, and responsiveness to customer needs. Many times it is the details that dominate most of the meetings and working time, however, the result is high rate. This working group has before it clearly defined the objectives to be achieved. These goals are the desired outcome and must be met to take a hit result.

Management is very committed to people and equipment. Informal discussions one sitting are common and occur regularly. These one by one the debates are designed for each employee and first line manager to develop personal and professional relationships. The employee may talk about work-related concerns, goals, and to ask feedback.

Moreover performance, meetings were held in camera, no phone calls are answered, and pagers are turned off. Teamwork is promoted and cross-functional teams are norm. Moreover, many of the different departments work together towards a common goal and meetings often include conference calls with other key individuals or sites.

Stability is definitely low in my organization. Personal and direction changes are constant. The last line manager had first held the post for less than a year before being assigned to a position of second line in a different program. Also within my organization, five non-management positions have been filled this year and two positions are available.

Overall, the organizational culture in IBM United States contributes to a healthy and pleasant job experience. There definitely exists a shared meaning as each organization has a wide expanse of control, talented cross-functional teams, and empowered employees. Moreover, entry socialization for new hires tends to be somewhat informal, collective, more fixed than variable, serial, and investiture. However, this culture is a fairly recent development and probably developed in response to the tremendous down sizing IBM went through in the eighties in addition to the new business developments of the nineties. In terms of behaving out of the norm, not many employees engage in outrageous behavior. Everyone tends to be well groomed, business casual dress, and act professionally. In closing, the IBM organizational culture provides a supportive framework, is technologically innovative, and encourages employee empowerment.

Leadership:-

The first area of focus for CIOs in evolving their role is leadership, applied not only in their own IT organisation but equally, to the wider enterprise and even beyond it. A clear vision, the ability to lead change and to forge robust partnerships with suppliers and customers, are now blurring traditional IT functional boundaries and demanding skills and experience reaching beyond those boundaries.

Multi-faceted leadership: – The need for CIOs to demonstrate well-developed leadership capabilities both within their own IT organisation and the enterprise it serves, is clear . A CIO's ability to create a compelling vision for the business, to collaborate, and to make and execute sound business decisions, all create a strong skills portfolio. However, if he wants to evolve

this role further, the CIO must add several more capabilities to transition successfully to a broader leadership position.

Motivation:-

Motivation is an important factor that is likely to rise the productivity of the employees in the organization. Employee motivation helps to raise the productivity of an organization and at the same time assist the organization to work as a system. The most important aspect of motivation is to align the aims, purpose, and the values between staff, teams and the whole organization in general to the culture of the organization. There are organizational and personal motivation techniques which are important for an organization to achieve improved productivity. Personal motivation techniques are important as they help to have motivated employees who are well integrated in the organization culture (Geen, 2004).

According to the Maslow hierarchy of need mode, money is one of the most important factors in the motivation of the most important motivator.

However according to the Hertzberg's two factor model of motivation, it tend to have short term effect on the motivation of the workforce, it has been identified as one of the most important factor in the overall motivation of the workforce. At the higher levels of his hierarchy where praise, respect, recognition and empowerment are place, these companies have been using this model by ensuring that they recognize the performance of their workers. One of the most important factor that has been explore by many motivation theories on workers are that motivation is mainly based the amount they are paid(Kreitner, R. & Kinicki, A, 2003).

IBM has confirmed, in particular, the spirit of teamwork which is important in motivation according to McGregor XY Theory. IBM has emphasized the development of effective communication between their work forces, ensuring a healthy team competition. Both have ensured the effective inclusion of his superiors in the organization, according to the theory of Johari window will ensure that workers enjoy their work. This helps to foster effective communication between workers and their superiors is important in the overall development and growth of the labour force.

Employee motivation is an important factor to improve the overall productivity of the workforce. For an organization to have a motivated, must have a number of strategies to ensure that global growth is not the labour. The three organizations have launched programs that aim to ensure that motivated workforce. They have all used the objectives of the employee as one of the most important factors is also closely linked to income. This is consistent with the models we have reviewed above showing that the money is perhaps the most important factor in motivating the workforce.

Developing capabilities:-

The second area of focus within their IT organisations for evolving CIOs has two parts. One is comprised of the processes, methods and tools used by the IT team. The another part is the skills and capabilities of IT staff. Deploying a Highway Code If leadership describes the journey to the IT organisation's ideal, evolved destination, then the Highway Code that helps road users

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understand how to get there is the IT processes, methods and tools creating the guiding principles of driving Convention. The evolving CIO will ensure all of these are in place to support the evolution of his own and his IT organisation's roles.

Developing deep partnerships with customers and suppliers, and streamlining its sourcing model can give the IT organisation the experience and credibility needed to guide the enterprise itself through an equally radical transformation of business processes, methods and tools.