

Organizational behavior and the individual



Running head: organizational behavior. Organizational Behavior and the Individual An individual's behavior in an organization is determined by a variety of factors such as motivation, knowledge and skills, expectations, etc. The following discussion explores factors that influence individual behavior based on a model developed on the principle of expectancy theory. Further, this model is applied to practices followed at Verizon Wireless that actually shape individual behavior to match organizational goals.

Vroom's (1964) expectancy theory of motivation is based on the notion that people consciously choose particular courses of action, based upon perceptions, attitudes, and beliefs, as a consequence of their desires to enhance pleasure and avoid pain. Porter and Lawler's theoretical model on individual motivation is largely based on this theory, and identifies expectancy, instrumentality and valence as the critical elements of motivation. These elements are related to extrinsic and intrinsic motivational factors which include praise, recognition, incentives, etc and intrinsic factors are associated with an individual's psychological values associated with work, leaders and the self (Isaac, Zerbe & Pitt, 2001).

This theory has been expressed through the MARS model by McShane and Glinow (2006, 2008) who describes individual behavior as a resultant of motivation, ability, role-perception and situational factors. Motivational activities at Verizon may be related to the critical elements of expectancy theory and heed to individuals' material motivation in the form of external compensation and benefits; achievement motivation through internal rewards and recognition, and emotional motivation through a great work place for the employees. These in turn influence individual performance shaped by extensive training involving simulation, classroom instruction, and <https://assignbuster.com/organizational-behavior-and-the-individual/>

on-the-job training that define individuals' role-perception, create ability and cover situational factors such as product knowledge, soft skills, time and budget, facilities etc (McShane & Glinow, 2008). Verizon's training plays a significant role in attaining high customer satisfaction scores (Noe, 2008). McShane and Glinow quote, " people rely on their ethical values do determine ' the right thing to do'" (2006, p. 33). For this, they attribute utilitarianism, individual rights, and distributive justice as the main requirements to foster ethics in organization (2006, 2008). At an organizational level, its culture is one of the main spheres where business ethics can have a significant impact on organizational performance as well as employee attitudes. Generally employees come with different backgrounds, cultures, and beliefs; however, working for one organization requires common understanding, varied skills according to job, and alignment to common goal. Ethical codes of conduct help in establishing standards of behavior expected from every individual of the organization. Ethical codes, known as core values, at Verizon Wireless include Integrity, Respect, Performance Excellence, and Accountability (Verizon Wireless, 2010). These codes direct employee behavior towards maintaining an inclusive, fair and healthy work environment; maintaining integrity and fairness at workplace with respect to business, clients, employees and shareholders; protection of Verizon's Assets and reputation through authenticity and integrity of data and information, transparent and timely communication with all stake holders; and integrity and fairness in the marketplace. These ethical codes of conduct support individual behavior towards continuous improvement in performance through unending efforts to improving customer and employee relationships through innovative

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product designs, employee motivation programs; employee development through diversity and personal development through skill enhancement and training programs; and fostering trust by following integrity and sound business practices.

In conclusion, organizational behavior has many perspectives, with each one leading to specific and significant outcome that may be positive or negative. However, recognizing this fact can help organizations to design specific policies and practices that may be used to shape individual behavior required to obtain positive and desired outcomes; positive outcomes may be accomplished through effective leadership, appropriate motivational practices for its employees, and ethical codes of conduct that is desirable for all its stakeholders.

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