

Organizational behavior as a management perspective essay

[Business](#), [Management](#)



Introduction

Organizational behavior refers to the study of persons and the dynamics of groups in an organizational context, as well as the general organizational nature. Whenever there is interaction of individuals in an organization, numerous factors are brought to focus. The discipline of Organizational Studies tries to comprehend and model some of the factors here. This topic is important as it calls for the integration of efforts from individuals who have different backgrounds. Organizational behavior helps understand behaviors in an organization so as to predict behaviors of persons when something occurs. The acquired knowledge may then aid in shaping the outcome behaviors, especially if they are not benefitting the organization.

ORGANIZATION BEHAVIOR AS A MANAGEMENT PERSPECTIVE

The factor of understanding the personality of each employee in the organizations is very crucial employees (Black 2003, p. 39). This is because personality shapes the behavior of a person. Personality can be used to refer to some characteristics skills, qualities, and competencies, though not limited to that. This factor is coupled with other common traits such as the attitude of individuals, grooming habits, among others. It is notable that there are some homogenous characteristics which often emerge in an individual on the basis of which various inferences can be sourced. For instance, submissive or dominant nature, politeness or aggressiveness, among others can be related to the notion.

All organizational behavior strategies are eventually designed and aligned to optimally utilize individuals' or groups' capabilities towards achievement of the organizational objectives (Harris 1994, p. 309). It is evident that the performance of a person is the function of their own ability and desire or willingness to use the same ability to achieve various goals. Considering this notion, comprehending the personality of each employee in the organizations is a very essential part of procedure regarding effective organizational behavior process. As a leader, once the traits of personality of an employee are effectively understood, the chance to incorporate various methods of motivation can be adopted (Newstrom & Davis 1993, p. 34). Importantly, the process of ensuring that the character traits of given employees are in line with their positions needs to be integrated with motivational strategies.

Every leader or manager in an organization endeavors in comprehending the personal traits of employees as discussed above. The main driver of this stand regards the fact that if an employee is fully satisfied in a given position, then productivity is imminent from that point (Hackman & Oldham 1995, p. 44). With collective efforts and hence results from each quarter of the working organization, it is evident that goal achievement for the organizations can be expected (Nahavandi & Ali 1998, p. 61). For instance, if as a manager the discovery that a certain girl is young, very shy, and often speaks very softly, the recommendation of having such an employee in a debt collection point is scrapped. Instead, the consideration of placing the employee in a low stress client service rank would be adopted. These results

of this study are a mutual benefit to the concerned person and the organization. The employee would be satisfied in the set position whilst still building on her confidence while dealing with clients whereas the organization will benefit in that it will be deriving maximum utility from an employee hence boosting its performance positively.

Interpersonal relationships within the organizational context are an essential process that aid in ensuring performance of the organizations is positively enhanced (Mintzberg & Henry 1996, p. 36). When concerned individuals in an organization are fully comfortable with each other, their respective productivity is enhanced. When this is cumulatively felt, the ripple effect is observed in the general performance of the organization. Organizational behavior in management perspective includes the vital factor of ensuring that the leader or manager in a working organization is fully aware of the character traits of each individual in the organization as earlier mentioned.

With close reference to the Human Resources Theory, the effect of organizational behavior as a manager's role can be felt across the organization in question. In this context, it is vital to note that the role of the manager is not to control the individual characters of the employees in the organization. However, it is true that the role of the manager is to facilitate the performance of individuals within the organization. In accordance to experts in human resource, individuals work to make a living. However, the vital inclusion of the fact that their efforts go far beyond the simple observable living is induced. People will often work to fulfill various needs, for instance, contribution to the objectives of the organization, attainment of

a feeling of accomplishment, and to vitally make use of their abilities and creativity in the working milieu (Mishra & Gretchen 1998, p. 39).

Human resource experts have made it clear that it is a vital role of the manager of the given organization to keep such needs of employees in mind especially in the daily dealings (Schein, 1968). This aspect therefore brings in the issue of interpersonal relationships as a vital ingredient to business growth. Further, with close reference to human resource theorists, leaders or managers should ensure that they apply mutual problem solving and goal setting approaches to the members of their workforce. This argument is with close reference to Theory Y (Nahavandi & Ali, 1998, p. 77).

Team work or group work is an approach that is adopted by numerous managers in various organizations. This is mainly due to the diverse positive effects and results that this mode of conduction brings to not only the organization, but also the individual employees (Cunningham & Eberle 1990; Davis , 1967). Organizational behavioral study incorporates this vital entity. Scholars agree that there is no single definition to the term group. As a result, scholars have looked more at the reason why individuals form groups, the nature of groups formed, and the goals and activities of the group as defined or influenced by the management. The accomplishment of groups has been proven to be a difficult task for individual persons (Newstrom & Davis 1993, p. 23). A group is more than the number of persons or members, although the objectives, interactions, and achievements are primarily determined by the people within it. This notion connects with the aspect of

managers comprehending the personal traits of employees, a process that further enhances interpersonal skills.

In a period when collaboration and teamwork have become part of the values of a given organization, certain models that explain how people interact and work together become useful. By studying some significant psychological and social dimensions that influence employee behavior, managers shape the organization positively (Mintzberg & Henry 1996, p. 46). The factor of interpersonal relationships also comes into play here. This is because managers will often turn to communication methods and styles. For instance, as a manager, one can easily learn more regarding effective communication issues. The example of electronic mail in group work or individual communication within the context of the organization can be related to. Though this form of communication has been extolled as a vital equipment for speedy, efficient, and cheap mode of communication, anecdotal evidence suggests that it is an improper mechanical means of communication. This form of communication may hinder effective and efficient group work by bringing about mistrust, apathy, and distance among members. In contrast, doing away with personal and hierarchical barriers and encouraging discussions appear allow for interactions between groups in the organization.

Leadership plays an essential role in any organization. Alterations of leadership and rethinking and reflection in the top leadership team are strong triggers for positive change in the organization (Robbins 1998, p. 45). In simple terms, leaders in the organization create a context where the

status quo is tested. The integration of leadership with management ideologies is common. The two concepts can be termed as synonymous. Leadership when applied in a business context is management. It is true that the impact of leadership is felt once a leader tries to change the characteristics of an individual or group. Leadership is a broader concept of management, where the goals of the organization are given the first priority. Therefore, organizational behavior studies aid in ensuring that the management of the organization is composed of leaders. As discussed, it is a helpful tool that ensures achievement of organizational objectives.

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