

## ORGANIZATIONAL BEHAVIOR

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**ABSTRACT:** *This journal discusses Organizational behavior, which is a phenomenon that emerges from the collective interactions of its individuals and persons. The same way metabolic processes emerge from the interactions of a human's individual organs, or the ant colony from the interactions of individual ants. Organizational behavior is at the core of what makes an Organization, perhaps even more important than the physical assets that the company might own.*

**KEYWORDS:** organizational behavior,,behavioral thinking, organization management

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### **Introduction:**

Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. Organizational Behavior researchers study the behavior of individuals primarily in their organizational roles. One of the main goals of organizational behavior is to revitalize organizational theory and develop a better conceptualization of organizational life. As a multi-disciplinary, organizational behavior has been influenced by developments in several related disciplines including: Sociology, industrial/organizational psychology, and economics [1]. An organization is a social entity that has a collective goal and is linked to an external environment. If a person wishes to work in an organization or to manage it, it is necessary to understand how it operates. An organization combines science and technology, people and humanity. Unless we have qualified people to design and implement, techniques alone will not produce desirable results [2]. Given the demanding nature of organizing and managing people, it is not surprising that OB is widely regarded as the foundation of management studies. (Knights and Willmott, 2007: p.3) Within the notion of behavior, including thinking and feeling as well as acting. OB aspires to have relevance for understanding the behavior of people working at all hierarchical levels-from the workers employed part-time or on a casual basis on the shop floor or in the office to the most senior executive. Each is involved in processes of organizing and being organized and managing and being managed. OB should be better to understand how and why people are organized; to identify and assess the likely consequences of making changes; and to introduce changes in ways that anticipate and minimize counter-productive effects.' (Knights and Willmott, 2007: p.3-4) [3].

### **The Concept of Behaviour**

The concept of behaviour is the attitudes, departures and actions of an individual. The concept of behaviour can also be defined as an individual's collective activity. From a biological sense as 'of an organism the style of movement in an environment', in describing the general sense as 'reaction to certain stimuli'. In organizational context, organizational structure in relation to activities within; they feel resentment, mood disorders, open or closed clashes, criminal practices and practice threats, organizational policy, power struggle frequently encountered situations in various sizes can happen. For example, when a manager starts asking questions like 'why my subordinates

does not act like I suggested?', the dimension of organizational behaviour is emerging. This situation also applies to the behavioural dimension of any element in the local, national and international environment of the business organization, as well as within the organization [4][5].

### **Historical Development of Behavioural Sciences**

As in many other fields of social sciences, it is difficult to point out the beginning of the activity in a meaningful way. The history of behavioural sciences is largely the history of human and social sciences. The history of behavioural thinking was categorized by three authors as the period before the Industrial Revolution, the Industrial Revolution, and the following period, the Post-Human Relations Period. Apart from these, some writers have entered into a fivefold distinction such as Old and Classical Thought, Dark Age, Renaissance and Reason, Revolution to Revolution and Contemporary Results. Behaviour in the light of different approaches or classifications with respect to the emergence and evolution of the following information can be sorted: [5]

- Horemhes inscription in Karnak; it revealed the legal behavioural dimension between the king and his people.
- B.C. Hammurabi Laws from 2100; In Act; reward, punishment and compensation ideas are dominant and social life is organized.
- Plato and Aristoteles; It is also called the first behavioural scientists by some scientists. The philosophy that gave birth to the rituals of intellectual activities of interest to human nature was among the Greeks.
- The teachings of the prophets and holy books, with divine commandments to regulate the social lives of people, have an undeniable influence on the kind of behavioural thought.
- Farabi (870-950); Farabi, the Turkish thinker who is also known as the Aristotelian, worked especially on the characteristics and behaviours of virtuous managerialism.
- Auguste Comte (1789-1857); In the 1830s he introduced the term sociology to help create the essence of behavioural sciences.
- Karl Marx (1818-1883): He developed a conceptual system under the name of dialectical materialism to explain social functioning. The close relationship between material conditions and social influences has seen alienation as the only possible result of the emerging technology.
- Max Weber (1864-1920); Sociology has made great contributions to the fields of political science, economic history and business world. His original works on power and bureaucracy, social stratification and the sociology of religion, and its relation to economic activities, provided great convenience to today's scientists.
- Sigmund Freud (1856-1939); It is the basis of psychoanalysis with concepts of unconscious mind and libido. Freud's concept of motivation influenced psychologists and similar scientists, and he became a common Freudian.
- Herbert Simon, Cyert ve March (1963); It has further strengthened the empirical stigma on new or more interdisciplinary fields from the political economy or these traditional disciplines.
- System approach (1970 and later); It originated from the General System Theory, initiated by the biologist Von Bertalanffy in the 1920s. The General System Theory, which it continues to operate until the end of 1972, aims to reveal the general

principles and principles applicable to all types of systems. The management event has been examined in relation to other events and external environmental conditions and the concept of open system has been reached.

- Contingency approach (1970 and later); According to this approach, different concepts, techniques, practices and behaviours are needed to be successful in management in different situations and conditions. As a result, there is no single best organization in every place and conditions.
- In the evolution of behavioural sciences, post-modern developments in the dimension of management and organization (1980 and beyond) are undeniable. Both the concept and approaches of organization and behaviour can be considered in different dimensions.

### **What Is Organizational Behavior?**

Figure 1.1 illustrates this view of organizational behavior. It shows the linkages among human behavior in organizational settings, the individual–organization interface, the organization, and the environment surrounding the organization. Everyone brings to an organization a unique set of personal background and characteristics, and experiences from other organizations. In considering the people who work in organizations; therefore, a manager must look at the unique perspective everyone brings to the work setting. For example, suppose managers at The Home Depot realize that employee turnover within the firm is gradually but consistently increasing. [6]

The field of the organizational behavior does not depend upon deductions based on gut feelings but attempts to gather information regarding an issue in a scientific manner under controlled conditions. An appropriate organizational culture can modify individual behavior. Recent trends exist in laying greater stress on organizational development and imbuing a favorable organizational culture in each individual. It also involves fostering a team spirit and motivation so that the organizational objectives are achieved. There is a need for commitment on the part of the management that should be continuous and incremental in nature. The scope of the organizational behavior is as under: Impact of personality on performance, Employee motivation. Leadership, how to create effective teams and groups, study of different organizational structures, Individual behavior, attitude and learning, Perception, Design and development of effective organization, Job design, Impact of culture on organizational behavior, Management of change, Management of conflict and stress, Organizational development, Organizational culture, Transactional analysis, Group behavior, power and politics, Job design and, Study of emotions [7]



Figure 1 Nature of organization behavior [6].

### Organizational Behavior importance:

The importance of Organizational behavior can be summarized in some points as following:

1. The importance of the human resources of the Organization makes the study and understanding of the individuals' behaviour essential process which has significant effect on the organization efficiency.
2. Perception changing of human resources, Draw attention to the need for development of this resource. This can be achieved by investing this resource in order to increase its efficiency and improve its skills. The right understanding of the organizational behaviour enables the organization to deal with individuals in a right way and taking the right behavioural decisions as the situation needs.
3. The complexity of the human's nature and the individual's differences which makes the behaviour unique which it requires from the organization to understand and analyse those differences to reach to proper methods suites the differences for increasing the effect and control this behaviour

Most people are born and learn from organizations, they acquire their material wealth from organizations, and they end their lives as members of organizations. Many of our life activities are organized by organizations whether governmental or non-governmental, and many people spend the best days of their lives working in organizations. It is important to identify these organizations and how they work and why they are doing their activities. Therefore, it is clear to us the importance of organizational behavior, it focuses on understanding and directing the behaviors and interactions of the human element, which is the most important elements of production in the organization and the success of the organization depends on the successful activation of the human element and improve its performance. Besides this importance we must recognize the difficulty of human behavior management [8].

### **Organizational behavior goals**

In general, organizational behavior relates to the development of individuals' skills, but what are the more specific goals that they seek to achieve. High-effectiveness organizations encourage their managers to study the principles of organizational behavior, because knowledge is the basis for the interpretation and analysis of the behavior, the basis of guidance and control of this behavior. The presence of managers with the experience and scientific knowledge enable them to design systems and rules of policies that affect the behavior of employees, where they rely on scientific knowledge of how to interpret and predict the behavior of others and control it.

Accordingly, we can say that there are three objectives to study organizational behavior:

1. Determine the causes of the behavior.
2. Predict behavior if these causes are identified.
- 3 - directing, and control of the behavior by influencing on the causes.

May each of us wonder about the possibility of interpreting and analyzing behavior? Is it possible to determine the causes of the behavior? How do the causes of behavior affect it? Is the behavior predictable and controllable or not?

The answers to these questions can generally be positive. In fact, we can identify the causes of behavior, interpret and analyze this behavior, as well as know how the motives affect behavior on them, and we can also control this behavior. However, this is a comparative advantage, because identifying, interpreting, and analyzing the causes of behavior requires models and theories that provide the principles and assets through which behavior can be interpreted and analyzed. Fortunately, developments in behavioral sciences, from the beginning of the 20th century until now, have provided many theories and models, which are the result of good knowledge that helps to know people's behavior, provide us with many causes of behavior, and how the employees individually or collectively work influencing the behavior [8].

### **Organizational behavior for groups**

We define a group as two or more individuals, interacting and interdependent, who have come together to achieve objectives. Groups can be either formal or informal. By a formal group, we mean one defined by the organization's structure, with designated work assignments establishing tasks. In formal groups, the behaviors team members should engage in are stipulated by and directed toward organizational goals. [9]

### **The five stages of group development:**

As shown in figure 2. the five-stage group-development model characterizes groups as proceeding through the distinct stages of forming, storming, norming, performing, and adjourning [10] [11].

Stage 1: Forming:

Forming the group; setting ground rules; finding similarities. Stage 2: Storming:

Dealing with issues of power and control; surfacing differences. Stage 3: Norming:

Managing group conflict; finding group norms; resurfacing similarities. Stage 4: Performing:

Functioning as an effective group. Stage 5: Adjourning:

Finding closure.

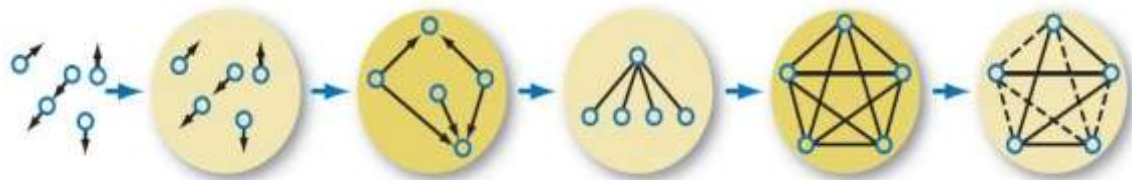


Figure 2 stages of group development

### Organizational behavior in Practice

Findings from the organizational behavior body of research can be used by executives and human relations professionals to better understand a business's culture, how that culture may facilitate or hinder productivity and employee retention, and how to best evaluate candidate's skill set and personality during the hiring process.

The application of theory and knowledge from the field of organizational behavior can be broken down into sections of personality, job satisfaction and reward management, leadership, authority, power, and politics. There is rarely one correct way to assess the right way to manage any of these things, but OB research can provide a set of guidelines and topics to follow.

- Personality – essentially a series patterned behavior – plays a large role in the way a person interacts with groups and produces work. Knowing a person's personality, either through a series of tests or through conversation can give a better idea of whether they are a fit for the environment they'd be hired into, and how best to motivate that person.
- Theories around job satisfaction vary widely, but some argue that a satisfying job consists of a solid reward system, compelling work, good supervisors, and satisfactory working conditions.
- Leadership, what it looks like and where it is derived from is a rich topic of debate and study within the field of organizational behavior. When one views it connected to management, it can be either broad, focused, centralized or de-centralized, decision- oriented, intrinsic in a person's personality or a result of a place of authority.
- Power, authority, and politics all operate inter-dependently in a workplace. Understanding the appropriate ways, as agreed upon by a workplace rules and general ethical guidelines, in which these elements are exhibited and used are key components to running a cohesive business [12].

### Example of Positive Organizational Behavior: Google

Microsoft demonstrated a need to regroup as one solidified enterprise. But the corporate climate was decidedly different at Google, a search engine that became so dominant that it morphed from a noun to a verb – as in, "I'm going to Google that." But Google was involved in far more than search. At the urging of co-founder Larry Page, engineering teams were studying "moonshot"

projects that included everything from AI and self-driving vehicles to smart home automation and virtual reality headgear. The company had become so diverse, with so many teams, that it was becoming impossible to manage.

Page effectively wrote his own chapter on positive organizational behavior examples in 2015 by breaking up Google into “a collection of companies” and creating a new parent company, named Alphabet, to oversee them all. “The whole point is that Alphabet companies should have independence and develop their own brands,” Page said. “Fundamentally, we believe this allows us more management scale, as we can run things independently that aren't very related.” The name alone caused considerable chatter among industry watchdogs. And for Page and Google co-founder Sergey Brin, the name does indeed make a powerful statement about the importance of positive organizational behavior. “We liked the name Alphabet because it means a collection of letters that represent language, one of humanity's most important innovations, and is the core of how we index with Google search. We also like that it means alphabet (Alpha is investment return above benchmark), which we strive for.” [13].

### **Organizational and Behavioral Issues**

The following discussion extends the examination of lessons learned from the case studies and other examples and describes the organizational and behavioral issues the committee determined to be essential to successful marine area governance and management. Marine area governance problems are complex but have certain predictable characteristics. Complex problems necessarily involve a range of nonscientific issues having to do with communication, human behavior and motivation, and how people organize to deal with them. Traditional hierarchical, bureaucratic approaches to problem solving are not appropriate to these types of situations. Recent research into organizational structures and functions has much to offer, but no single organizational structure will solve all problems. Guiding principles rather than organizational prescriptions can provide direction for problem solving in this arena [14].

### **CONCLUSION**

We can see why Organizational Behavior is important, because it is concerned with people within the organization, how they are interacting, what is the level of their satisfaction, the level of motivation, and find ways to improve it in a way that yields most productivity. The primary objective of Organization behavior is achieving higher productivity and accomplishing the goals of the organization. For that OB scientifically tries to understand the employee behavior within the organization and tries to control, improve, develop it.

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