ORGANIZATIONAL BEHAVIOR: A REVIEW OF VARIOUS FACTORS INFLUENCING CORPORATE EFFECTIVENESS

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Abstract— **In recent decades, there has been a humongouschange in the structure and operation of organizations. Advancements in technology and skill diversity have fostered an ultramodern plant of skill and workflow interdependencies. Hence, for success in the moment's business world, it's imperative for associations to understand the forces that impact group issues.Organizational behavior is the study of individual and group behaviors within organizations and the operation ofsimilar knowledge toward marketable effectiveness. It's directly involved and primarily concerned with theunderstanding, forecast, and controlling of human behavior in organizations, and also supplies necessaryconduct patterns in organizationsto the management. Organizational behavior stresses the basics of systemsthinking, as well as group dynamics.Organizational behavior involves the design of work as well as the psychological, emotional, and interpersonal behavioral dynamics that influence organizational performance.Although organizational conduct is an applied discipline, pupils aren't "trained in organizationalconduct. Rather, they're educated in organizational behavior and are aco-producer in learning" (Nelson& Quick, 2011, p. 25). The study of organizational behavior requires a rudimentary understanding ofpsychology,anthropology, sociology, philosophy, and axiology. This paper reviews and correlates various factors and the need for organizational behavior to be researched as amulti-disciplinary field.**

I. INTRODUCTION

In our ultramodern world, teams are essential to everything individuals do in day-to-day life. For many, their firstexposure to the notion of teams began precociously during participation in various youth sports. While playinga position on a squad, whether, on the soccer pitch or baseball diamond, youthful athletes are exposed to theperennial word "There's no 'I' in team." Taking a quick look at the four letters that comprise this wordand one can conclude that, indeed the letter 'I' doesn't make an appearance. Approach this saying from ametaphoric perspective, and an entire world of interpretation is made possible. For example, trainers willfrequently educate their players that everyone on the squad has a specific job to perform and that every job isequal in its significance to overall squad success. Through this lens, teamwork is seen as a tale of peoplewith different proficiency coming together with a common purpose. Extending this notion to the context of theultramodern business world, we can note that there has been rapid organizational movement from a collectionof individual jobs to work groups and teams in response to emergent multilevel systems.The last two decades have endured rapid-fire advancements in technology and an "unfolding of globalforces that have pushed organizations worldwide to

restructure work around teams to enable more rapid,flexible, and adaptive responses to the unexpected"(Kozlowski &Ilgen, 2006, p. 77). A number of forcesare accelerating the shift in work structure. A steeply stressful and emotionally exacting climatecharacterized by high competition, constant metamorphosis, inventions in technology and best practices,and brewing uncertainty generates numerous pressures for skill diversity, rapid-fire response, and successfulaccommodation. Teams give the most productive approach toresolving the organizational challenges of the 21st century.Organizational behavior involves the design of work as well as the psychological, emotional, and interpersonalbehavioral dynamics that impact organizational performance. Management as a discipline concerned with thestudy of overseeing activities and supervising people to perform specific tasks is pivotal in organizational conductand commercial effectiveness. Management emphasizes the design, perpetration, and arrangement of colorfulexecutive and organizational systems for commercial effectiveness. While the entities and groups bring theirexpertise, knowledge, values, motives, and stations into the organization, thereby impacting it, the organization, on the other hand, modifies or restructures the individuals and groups through its structure, culture, programs, politics, power, and procedures, and the purposes anticipated to be played by the people in the organization.

While human behavior is central to organizational conduct and commercial effectiveness, it's also the most problematic aspect of organizational management. Because of differences in the value system,perceptions, personalities, and artistic backgrounds, no two individuals are the same, and it becomes problematic, if not insolvable, for them to produce the same result nay under one operation or leadership. This perspective on individual differences is critical for management in attempts to achieve commercial effectiveness. The challenge for the administration is thus, to try to find ways to fit individualities and groups within the organizational climate and to supply chances for effective performance

that would lead to ultimate commercial effectiveness.

Why study Organizational Behavior?

An organization is a dynamic social system driven by certain factors within and outside its setting. An institution relies on elemental perspectives on tasks, people, technology, and structure to enhance its effectiveness. Organizational conduct is the study of individual and group behaviors within organizations and the employment of similar knowledge toward commercial effectiveness. It's directly involved and primarily concerned with the understanding, vaticination, and controlling of human behavior in associations, and also supplies necessary conduct patterns in organizations, and to management. Organizational behavior stresses the basics of systems thinking, as well as group dynamics. It's interesting in the task of perception and incitation in the behavior of the individual and enhances an integrated and cohesive approach to management performance. As a methodical study of the nature and culture of organizations, it focuses on understanding, changing, and perfecting individual and group behaviors by examining interpersonal and leadership behaviors in relation to teams, artistic diversity, and ethics in organizations and promoting human behavior toward enhancing commercial effectiveness. Corporate effectiveness is a measure of organizational outcomes in terms of performance, growth, productivity, and profitability. An organization is effective when it's competent to achieve its objectives in terms of the triple- bottom- line, in relation to its objectives. Organizational behavior is particularly interested in the unique demeanor manifested by an individual within an organization because human behavior is central to performance and marketable effectiveness. Ergo, organizational behavior tries to find out the reason why an individual may respond appreciatively to a situation and the other reacts negatively to the same situation. It also considers why two or more different individuals forming the same task achieve very different results although they're being managed in the same manner. To this extent, organizational behavior isn't only bound

towards the improvement of the effectiveness of organizations, it's the field that seeks enhanced knowledge of behavior in the organizational settings through the scientific study of individual, group, organizational processes, politics, and power, and the ambition of similar knowledge being the advancement of both organizational effectiveness and individual well- being(Sidle, 2008; Strohmair, 2013; Swanson, 2015; Williams and Anderson, 1991).The impact and importance of organizational behavior in driving the organization's success and ameliorating corporate effectiveness,standas reasons for its continued study and research.

II. LITERATURE REVIEW

Feldman, et al. [1] proposed*Understanding psychology*. He discusses in this paperpersonality as the pattern of enduring traits that distinguish a person, those behavioral patterns that make each individual unique. It is also personality that makes a person act consistently and predictably in different situations and over long periods of time.

Gardner, etal. [2] published *The effect of pay level on organization-based self-esteem and performance, a field study*. In the paper, the author proposed that the integration between the person and also the surroundings will verify actual performance (behavior). Behavior refers to actions or movements aimed toward achieving a particular objective. It's everything done that may be discovered and may even have an impact on structure performance. This may be settled inside the idea and context of positive organizational behavior.

Quick, et al. [3] authored *Organizational behaviour: Foundations, Realities, and Challenges*. The author discussed thatin contrast to task performance, cooperative behavior could be a style of discourse performance at work. Discourse performance contributes to structure success by maintaining or up the organizational, social, or psychological setting that supports task performance. In alternative words, contextual performance improves the social-psychological quality of the work environment and additionally has specific relationships with temperament characteristics and psychological feature ability.

Slide, et al. [4] proposed *Workplace stress management Interventions: What works best?*The author proposed that, behavior isn't solely certain towards the improvement of the effectiveness of organizations, it's the field that seeks increased data of behavior in structure settings through the scientific study of individual, group, organizational processes, politicsand power, and the goal of such knowledge being the enhancement of organizational effectiveness and each individual well-being.

Kozlowski, etal. [5] authored *Enhancing the Effectiveness of Work Groups and Teams*. In this paper, they discuss if members put together lack the necessary knowledge, skills, abilities, or resources to resolve the team task, the team cannot be effective" (p. 80). In this sense, team outcomes are determined by member diversity; a variety of skills, abilities, and experiences are necessary for positive team production. The gathering of wide latitude backgrounds begs the question: What important predictors have an effect on team outcomes? The solution to the present question, and lots like it, is central to the continued analysis of the many investigators seeking insight into team processes and effectiveness.

Sarimento, etal. [6] proposed *Group Creativity in Interaction: Collaborative Referencing, Remembering, and Bridging*. They discuss open communication, combined with appreciation and respect for the abilities and experiences of colleagues, and the way these necessary mechanisms through the team's cohesion are enhanced. A level of trust in every other's ability and a commitment to team success can produce a stage for collaboration and creativity. Team accomplishments, similar to the safe comeback of Apollo's thirteen astronauts and also the success of the Manhattan Project, are the results of team cohesion and collective creativity.

Williams, etal. [7] published *Statistics for Business and Economics Southwestern: A Part of Cengage Learning*. They conclude that as employers respond to the growing demands placed on organizations to vie on a worldwide

level, implementation of effective team processes is important to triple-crown business outcomes. In fact, several researchers have reported that school students have a poor understanding of cooperation skills and emphasize the importance of implementation of such coaching across educationalinformation.

Selaiman, etal. [8] authored *Organizational Behavior: A Study on Managers, Employees, and Teams*. In the paper, we find the discussion on how it's vital to know how and why cooperation affects people's success within the geographical point. Practically, it is important for managers to know whether or not teamwork affects performance, as a result, it proxies cohesiveness and synergy. The study conferred in this article clearly suggests that teamwork affects people's careers and workplace interactions and so itdeserves continued intellectual investigation.

John, etal. [9] published *Organizational Behaviour and its Effect on Corporate Effectiveness*. The paper illustrates how organizational behavior worries about individual and cluster behavior in organizations and the way it affects company effectiveness. Organizational behavior also stresses the fundamentals of system thinking, yet as group dynamics. Organizational behavior involves the role of perception and motivation within the behavior of the individual and the way it enhances an integrated and cohesive approach to management. Temperament is crucial to organizational behavior as it reflects the distinctive changes people create, to perform in bound-consistent ways within a company to attain organizational objectives. Inside the context of organizational behavior, organizational culture mirrored by values provides incentives for higher performance. Building blocks of organizations like organizational structure and resources promote company effectiveness as a result, only if correct structures are established that the organization's property will endure.

Gholam Ali Ahmady, et al. [10] proposed *Organizational Structure*. In the paper, the author explains as the current societyhas scores of organizations and establishments, it's needed that they are organized in the shape of restricted configurations. The appropriate configurations for organizing all organizations and institutions are classified in various models and forms. A number of the structures are organic and dynamic; however, alternatives are mechanized and static. Every one of them hasits unity compared to other models.

Maria, et al. [11] authored *Organizational Behaviour in the COVID-19 Context: Effects of Supervisor-Directed Deviance on Retaliation against Subordinates*. In this paper, they discusshow COVID-19 has deeply affected organizational climate and work behavior. Therefore, drawing on the affectional events theory, we have a tendency to examine the COVID-19 pandemic as a context shaping the consequences of supervisor-directed deviance in paying back against subordinates within the United States. The two quasi-experimental studies with naturally occurring conditions provided proof that supervisor-directed deviance elicited feelings of leader identity threat before and through the pandemic. In turn, leader identity threats translated into stronger retaliative behaviors by the supervisors. This indirect result of supervisor-directed deviance became exacerbated with the pandemic's progression and once supervisors toughened,post-pandemic conditions-induced empathetic concern.

III. FACTORS INFLUENCING ORGANIZATIONAL BEHAVIOR

This section includes the different disciplines which influence Organizational behavior.

A. Organizational Structure

The conceptualization of organizational structure is the embodiment of systematized thinking. Organization consists of rudiments, relations between rudiments and structure of relations as a generality composing a unit. Structure is a high combination of the relations between organizational rudiments forming the existence philosophy of organizational exertion. A methodical view of association to structure shows that structure is composed of hard rudiments on one side and soft rudiments on the other side. At the end of the hard dimension, there are palpable rudiments as groups and scale organizational units. The relations between these units and groups show a soft element in the organizational structure.

Even though individuals and groups bring their expertise and capacities to the organization and impact it, organizational structure plays a unique part. There are two ways of looking at organizational design. First and foremost, as a part of the field of organizational behavior which is concerned with the establishment of the introductory principles and generalities that uphold the evaluation of organizational structure. Second, as a top operation function involving the creation of a befitting architecture through which the exercises of an organization are carried out. The possible issues of such a top management action include an organizational map, job description or design, programs, and procedures, necessary for commercial performance. On the other hand, organizational structure refers to an established pattern of work purposes embracing authority and responsibility connections and the executive mechanisms used in controlling and integrating work activity. This is a type of unifying process that attempts to bring together people and work in a harmonious manner. In this case, the concern of top management engaged in organizational design is to produce an effective structure for the class of the organization that would guarantee the realization of the objectives of the organization.

Numerous organizational behavior experimenters believe that organizations are systems. The two elementary types of organization systems are: closed and open. Many contemporary organizations are open systems that interact with their climate. A closed system doesn't depend on its climate and can perform without the consumption of external resources. An open system must interact with the climate to survive by consuming and exporting resources to the climate. In an open and closed organization system, the people are the human coffers of the organization who have specific expertise, the purpose of the organization is the brief visionand objective for existing, the plan of the organization is the strategy, competitive advantages, and objectives of the organization, and the rights-of-way of the organization are what drive the organization to thrive or transcend, which in ultimate cases is earnings. Schwartz, Jones, & McCarty (2010) explain, "No matter how much value we produce today — whether it's measured in dollars or sales or goods or widgets it's never enough". The four P's to understanding organizations as systems are depicted in Figure 1.

FIGURE 1
ORGANIZATIONS ARE SYSTEMS
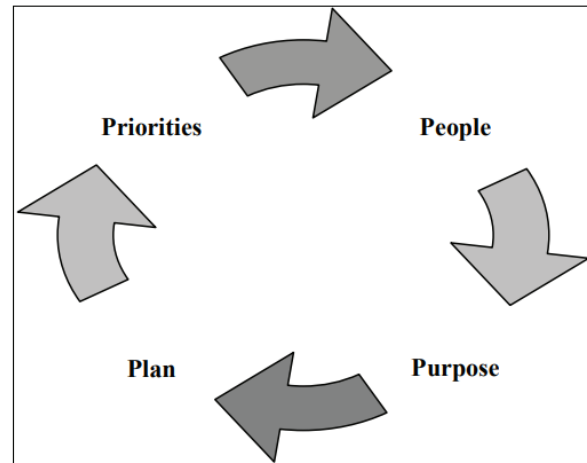
B. Human Resource Management

Job design can be defined as the methodical specification of the tasks essential in a job: the ways used in performing the job, and the relationship of the job to other jobs. Basically, job design is concerned with relating the tasks and determining the ways suitable for their accomplishment. In addition, management must consider the interdependencies of the job and its processes to the worker to insure the best fit between the worker and the job. Job design is important in organizational behavior and corporate effectiveness because it's believed that ultimate job performance is swayed by the tool and strategies espoused in executing the job. Also, the nature of the job or task determines the techniques, the tools, and the ways to be espoused. This implies that there should be a balance between the demands of both the job, the tools, and the worker's physical and psychological exertions. Basic styles in job design include job enlargement and job enrichment. Job enlargement simply involves adding the job range or horizontally loading the job. Job enlargement has the advantage of adding the skill variety of a worker. Academic exploration has shown that it increases worker performance(behavior). Howbeit, job

enlargement doesn't give the worker control over his work; also, some workers don't indeed like enlarged jobs. On the other hand, Job enrichment involves aggrandizing the depth of the job or vertically loading the job by giving the worker control over what he/she is doing. It has a broader reach than job enlargement because it requires adding both the range and the depth of a job. Some of the variables associated with job enrichment include accountability, achievement, and control. Accountability implies that the worker should be responsible for his or her performance, and achievement means that the job should be grueling enough to enable the worker to achieve something significant. Control demands that the worker should be fit to determine and control the pace of his or her performance in attempts to achieve organizational objectives. Human resource management is an essential structure block in organizational behavior and commercial effectiveness because even though the board of directors(BODs) should guarantee that a proper management structure, systems, and people are in place, the entire class of the organization must be well motivated for optimal performance. It can be emphasized that sound human resource management helps to promote and maintain commercial interest, and character and it is the acts and omissions of the people charged with pertinent responsibilities that will determine whether marketable objectives are to be achieved. Obviously, the dealings of human behavior with commercial practices and the atmosphere provide the base for the ultimate corporate effectiveness.

C. Emotional Intelligence

Emotional intelligence typically delineates as the revolutionary new science of success and human relationships, promotes emotional health, it concerns being happy, self-confident, self-conscious, and resilient. It is the flexibility to identify emotions and use them constructively in our way of life and in organizations. This necessitates learning emotional regulations, or the ability to manage emotions, watchand adjust them to form personality and behavior. Emotional intelligence has a large positive influence on structure behavior and organizations at a bigger scope through membership and leadership. In accenting the connection between organizational behavior and emotional intelligence, Cheeriness and Caplan (2001) recommend that individual factors, cluster factors, and social and structural factors are essential ingredients of organizational behavior. They suggest that in organizational choice processes, the intervention of chief govt. officers (CEO) is among the problems that form organizational behavior and performance. The idea of emotional intelligence suggests that wonderful performance management systems combined with effective coaching and development can have an impact only when the organizational leadership practices are aligned with them. Leadership during this context is tied to excellent organizational management systems that are required for company effectiveness. Although organizational leaders might believe that individual and structural capability for continuous learning is a necessary competitive advantage, matters within the external setting might typically take their attention far away from this concern and resulting in negative individual and cluster performance. Therefore, capturing the eye of leaders with the aim of getting organizational folks engaged in quality work is necessary and can ultimately contribute to company effectiveness.

D. Team Dynamics

Research that specializes in groups began quite fifty years past within the space of social psychology. The more modern shift in the organization of work, however, conjointly led to a shift in the study of teams as astructured construct. A contemporary work system that's dynamic and complicated creates coextensive demands on teams to coordinate and mix talent sets and resources to resolve tasks expeditiously and effectively (Kozlowski &Ilgen, 2006). From an organizational perspective, a piece system composed of teams creates a pool of collective knowledge, skills, and resources that support members in the breakdown of a task. Therefore, team task becomes concentrated around that work structure and team coordination are determined. As employers reply to the growing demands placed on organizations to vie on a worldwide level, the implementation of effective team processes is significant to eminent business outcomes. In fact, several researchers have posited that school students have a poor understanding of cooperation skills and emphasize the importance

ofimplementation of such coaching across the program (Williams & Anderson, 2008). To become quite the ad of its parts, a team should "operate in a setting of respect and appreciation for the variety of style, skills, experiences and contributions".To form this culture of sharing and collaboration, organizations ought to promote interaction in activities that enhance and leverage the advantages of each cohesion and communication among members.Simply defined, a team is composed of two or more individuals who possess any number of common goals. Exhibiting skill and workflow interdependencies, members combine their differing roles in the completion of a given task. It must be noted, however, that a salient component of teamstructure is a platform for social interaction, which continues tobecome more virtual.

IV. POST COVID-19 CHALLENGES IN ORGANIZATIONAL BEHAVIOR

The COVID-19 pandemic may be an international disruptive event, bringing concerning new challenges to organizations. Thus, it represents a significant discourse shift for operating people by reshaping work norms and norm-violating behaviors, as well as supervisor-directed deviance. Supervisor-directed deviance is outlined as a subordinate's efforts to damage the supervisor through deliberate behaviors equivalent to acting rudely, that may translate into large prices for organizations. As a result of its structural impact, this phenomenon is receiving increasing pedantic attention. However, so far, previous investigations on supervisor-directed deviance are context-free and positioned because of the subordinate's vindicatory reaction to poor leadership, while ignoring the attitude of the supervisor as a victim. Research shows that victims of private offenses are a lot of doubtless subordinates who seek revenge once the offender's standing is below their own. Thus, the existent literature's omission of the supervisors' perspective is surprising, provided they simply retaliate against deviant subordinates throughretaliative power. Therefore, some students have argued for doubtless reverse causation, proposing that a subordinate's deviant behavioris the reason, instead of it stemmingfrom deviant behavior by the supervisor. Scarce proof conjointly hints at the risk of supervisors' retaliation, showing that follower hostility and deviance may elicit abusive direction and prompt supervisors to retort to subordinates' deviance with reversedeviance. However, as a result of the cross-sectional or time-lagged nature of those studies, the direction of this relationship and also the perspective of the supervisor as a target of deviance remains unexplored.

The subordinates' supervisor-directed deviance elicits retaliatory behaviors due to leader identity threat experienced by supervisors. This indirect effect was particularly evident during the pandemic, providing support for our rationale that supervisors' feeling of threat as targets of deviant behavior is contextualized. As our findings further demonstrated, the pandemic context moderates this indirect relationship, with supervisors being more threatened during the pandemic than under normal circumstances.Although supervisor retaliation in theform of career penalties may discourage future instances of deviance by subordinates, organizationsshould be vigilant about retaliation that harmscareer progress and its legal implications. Theymay prevent such behavior by implementingtransparent procedures of the supervisors' decisions and addressing acts of retaliation promptly and justly. The impact of the COVID-19 pandemic urges organizations to refrain from assuming that this context evokes the same responses to deviance as the pre-pandemic period. The pandemic exacerbates leader identity threat felt by a target of deviant behavior; thus, organizations should prioritize helping supervisors to employ coping mechanisms for effectively navigating through the pandemic, such as providing mindfulness, meditation, or yoga classes.

V. CONCLUSION

Organizational behavior thinks about individual and cluster behavior in organizations and the way it affects corporate effectiveness. Organizational behavior also stresses the fundamentals of system thinking, also as group dynamics. From the analysis papers and numerous empirical studies reviewed, it's clear that there's a direct correlation between organizational behavior and corporate effectiveness. Organizational behavior is underneath the influence of multiple factors,

ranging from the basics of organizational structure and human resources management all the way to intrinsic factors such as the emotional intelligence of the leadership and team dynamics employed. This review has primarily targeted on the degree of influence of every issue and its impact on the potency of the organization as a whole. Additionally, with recent pandemic effects in mind, we have observed drastic changes in organizational behavior and many challenges on its front. Such as, the dearth of sympathetic concern strengthens supervisors' retaliatory responses to the leader identity threat they experience as targets of deviant behaviors. Therefore, aside from providing empathy coaching to supervisors, organizations might create opportunities for discussion of misunderstandings (e.g., informal online or offline meetings) so as to bolster a way of empathy for both the offender and also the target, so mitigating the negative consequences of work deviance.

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