Organization Behavior in Modern Organizations

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Abstract -Pertinent standards are required for goal setting and performance measurement in knowledge based modern organizations. Talents are playing a crucial role in the organization today. Organizations are competing with each other with regard to innovation and capabilities of attracting the best manpower to create an environment, where people feel empowered and want to stay.

Employees must develop an entrepreneurial mindset to thrive in an uncertain and rapidly changing market environment. Managers need to develop coordination capabilities and skills to manage projects as well as to handle issues of human relations, risk management, conflict resolution, tolerance for uncertainty, problem solving, communication, motivation and maintenance of high morale in the workforce.

Keywords – *Organizations behavior, Human Relation (HR) Practices, Digitalization*

I.   Introduction

Organization behavior study is a human tool for human benefit. It is an applied field that applies the knowledge gained about individuals, groups and structure to improve employee behavior within the organization and make them work more effectively. It investigates the way people interact within groups and the organization.

Organizations are created to achieve specific goals and objectives. Employees should exercise self control and follow mutually shared beliefs and values for the furtherance of common interests. Employee behavior is always in flux and remains

unpredictable, since it involves employee's perceptions, deep seated needs and value systems. It can be partially understood with the knowledge of behavioral sciences, management and other related disciplines. There are no idealistic solutions to organizational problems. We need to enhance our understanding of human behavior and acquire the requisite skills to improve organization performance. Human relations at the workplace must be guided by positive attitudes, cooperation and coordination of activities in the organization.

II.   Background

Organization behavior is affected by the way people work, interact and behave within groups to create more efficient business organizations. It is an applied field that uses the knowledge gained about individuals, groups and the effect of organization structure on behavior. It is affected by changes in mangers, management policies, technological changes, trade union policies, conflict resolution policies and grievance redressed policies. Behavior of an individual manger or worker can create problems that manifest themselves in total organization behavior. Employees need to prepare themselves for work and empower themselves to cooperate and collaborate with other employees to achieve their personal goals and organization objectives.

Functional components of organization behavior include formalization, centralization and complexity of structure, organizational processes (Inter-departmental power differential) and management's risk propensity. Organization behavioral problems increase, where the organization size and complexity becomes unwieldy. Organization behavior problems will be minimal, where the degree of centralization, formalization, interdepartmental power differential and management's risk propensity lies between the extremes of low and high. Modern organizations are under considerable external and internal environmental pressures. Diagnosis is the sine-qua-non of organization behavior improvement efforts. It is necessary to work with intact work teams and use group processes to improve the organizational effectiveness. Organization behavior interventions are used to evolve better policies, controls, leadership behavior, work culture, job satisfaction, reduction of hierarchies and productivity enhancement in the organization. All stake holders and trade unions must cooperate to achieve the organization objectives.

It is difficult to make frequent adjustments in duties and responsibilities of personnel to accommodate changes in internal and external environments. In practice, organization is inevitably the result of a series of compromises, which weigh an infinite number of possibilities about a specific or unique situation, because it represents people, who react and respond to stimuli, which escape precise definition.

III.   Impact of Technology

Technology determines the way people would work and behave in future. Today, we are using social platforms, e-cash to play games shop on-line and carry out various transactions. Wi-Fi connected desktop computers and laptops are being used as employee friendly initiatives, work stations and office spaces.

Digitalization has revolutionized HR practices and collaboration at the work place. Digitalization is being used not only to reduce costs and boost productivity, but also for providing delightful digital experiences across all channels; however we must also change our mindsets. As businesses become digital, people and cultures must also become digital.

Newer and effective ways of communication are paving the way for better knowledge sharing across the organization. The ability to pool in productive business relationships beyond the natural work group is unlocking new avenues to work together and reach out to the last mile. Consumer facing companies are using smart phones to maintain seamless connectivity between the office and sales team on the street. A single application has made the day to-day retail chain operations simple and cost-effective. Retailers can now find real time status of stock on their mobiles. Logistics details, customer trends and related information can be collected, viewed and analyzed on the phone.

IV. Group Dynamics

Although, people always interpret everything at their individual level, yet their behavior is often modified by group pressure. Group pressure becomes a force in shaping human behavior. An organization is comprised of a number of groups that develop a complex of relationships to build its processes and substance for cooperation or competition. Behavioral science provides the means to understand and achieve cooperative group relationships through interaction, rotation of members among groups, avoidance of win-lose situations and retaining the focus on total group objectives.

Every organization seeks to improve relationships between the people and the organization, such that people are motivated to develop team work to fulfill their needs and achieve organizational effectiveness. We need to develop leadership capabilities in the organization that can deal with challenges and market disruptions effectively to build, nurture and sustain its future aspirations. Transformational efforts made within the organization, either undergo changes midway or may not deliver the anticipated results, due to ownership at various levels within the organization. In order to survive over the long run, businesses should make efforts to recreate themselves into more evolved organizations to build robust processes and create higher effectiveness of one or more sub-systems in the organization.

V. Human Relation (HR) Practices

Traditional practices of HR practitioners have witnessed momentous changes during the last few years. Organizations are developing dynamic knowledge ecosystem and a culture of flexibility. They have embraced digitization, e-commerce, mobile phone operations and collaborative approaches to achieve efficiency and profitable growth.

Today, siloed approaches have been abandoned in the organization and departments are making way for project oriented working groups. Collaboration is being achieved visually or through tele-presence. Companies are replacing annual performance reports, grading and rating systems, with regular discussion and continuous feedback culture, which is focused around mentoring.

The concept of workplace infrastructure is changing at fast pace. Working from home and working from different locations is being introduced to increase productivity in the organization. Infrastructure challenges are being met by developing a culture of flexibility.HR digitization has altered traditional HR processes by leveraging technology, social media, mobile adoption, analytics and cloud for enhanced experience in talent acquisition and engagement. Digitalization and HR analytics are being used to create a dynamic knowledge ecosystem. HR decision making is being abetted through people analytics to harness data and build predictive analytical models.

Smart organizations are using flexibility as a strategic tool to create an effective organizational architecture, structure, transforming culture and design by which businesses operate. All this requires restructuring the lines of authority, hierarchical structure, team designs, flexibility norms, skill set hunt through contingent work force inflow, as also by redefining culture initiatives.

Companies are moving towards building a process of seamlessly breaking down organization goals and on-going activities in such a manner, that it reaches each and every member in the organization. They are putting emphasis on use of data and HR analytics for better understating of employees in the organization. Greater reliance on technology in routine operations is increasing focus on work life integration, rather than on work life balance.

VI. Digitalization of HR Function

The current wave of rapid digitalization has created wide spread disruptions in most industries and professions. Successful management of HR function is crucial to negotiating disruptions in different industries and creating requisite organizational changes on time. It is essential to include digital technology at the core of human resource management. HR function must continually embrace and build on technological advancements to meet both employee expectations and business requirements. HR professionals need to learn and understand applications of digital technology and adapt their functioning to match the newer changes for building the employer brand, talent management, employee engagement and delivery of HR services.

For example, traditional practices of legacy hiring through advertisements, referrals and short listing of candidates through multiple layers of interviews are being abandoned. The introduction of digital platforms has made the recruitment process more focused and effective. HR analytics is used to provide real time information on the basis of data collected from multiple digital sources, (including social media) for the assessment of potential candidates. In this process, the quality and suitability of candidates is ensured for their recruitment.

Even the candidates are trying to collect data now, to understand more about the company and their future manager using on-line information available in the public domain from various sources to determine, whether they would fit culturally in the company or not. Consequently, the employees would remain more motivated and there would be lower attrition.HR analytics is being used now by the employers to assess their future hiring needs, identifying training needs at an individual or team level, career planning, spotting opportunities for role-rotation or role-enhancement and leadership development.

VII. Human Resource Management (HRM)

Human resource management (HRM) is a data intensive function. The advent of cloud based applications and cloud storage facilities have revolutionized the functioning of HRM department. HRM function can make use of big data obtained from social and local sources, tweets, blog posts, RSS feeds, customer service feedback, GPS coordinates etc to obtain a complete picture of an employee's abilities, aspirations and needs. Chat bots are

also serving as an important tool that enhances employee's satisfaction and helps in freeing up HR personnel to focus on more value added work.

Advancements in digital technology are expected to create wider ramifications and influence the organizational design, employment contracts of the future, notions about full time jobs, career tracks and the shape of the emerging workplace. Besides, the employment of E-learning method of content delivery, companies now prefer to use digitally enabled concepts like gamification. Gamification is an effective tool for engaging the millennial employees effectively and teaching them certain functional and behavioral skills by weaving elements of game mechanics, such as virtual currency, leader boards, badges or leveling up into existing work activities or processes.

VIII. Conclusion

Organization behavior study is a human tool for human benefit. It is used to study the way people interact within groups to create more efficient business organizations. As a multi-disciplinary field, organization behavior has been influenced by developments in a number of allied disciplines. It applies the knowledge gained about individuals and the effect of structure to improve employee behavior and increase organizational effectiveness.

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