REFLECTION PAPER

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Organizational Behavior MB635

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Define organizational behavior. What is its focus?

I learnt that Organizational Behavior (OB) is the study of human behavior in organizational settings. There are three levels i.e. Individual-level, Group level, and Organization System-level and how they impact the elements of human output.

I learnt that in organization all levels are interconnected. It is the behavior of people, the structure of an organization, Technology and the environment that makes the organization.

The three basic levels are analogous to building blocks; each level is constructed on the previous level.

Group concepts grow out of the foundation laid in the individual section; we overlay constraints on the individual and group in order to arrive at organizational behavior.

Key Forces Affecting Organizational Behavior

There is a complex set of key forces that affect organizational behavior today. These key forces are classified into four areas;

1. People.

2. Structure.

3. Technology.

4. Environment.

   There is an interaction between people, structure, and technology and these elements are influenced by the environment. **4 key forces affecting Organizational Behavior and it is applied.**

Do companies have a responsibility to raise women's salaries to accommodate their roles as primary breadwinners? Why or why not?

I learnt that Companies have a responsibility to raise women's salaries because women only make 0.75 cents for every dollar a male employee is paid. There should be no gender wage gap according to the fair pay act of 2007. The employers should provide equal pay for work of equivalent value regardless of whether the jobs themselves are different. For example, the skills required by a job may be equal (e.g., social workers and probation officers), but because of occupational segregation (e.g., social workers are predominantly female and probation officers predominantly male), pay is not equal, favoring the male-dominated positions. At a practical level, the study results confirm the problem that the Equal Pay Act sought to address in that, in the survey sample, women received significantly less pay than men even when factors such as education, hours worked, and job complexity are held constant. First of all we need to remove this discrimination. there should be no discrimination on the basis of gender but it is how the system is designed.

Society is no more designed where a woman is sitting home and male member is earning. Now women are the primary earning members of some families. There are differences still on the basis of gender in some parts of the world. I was working as a Food Auditor still i was not able to get some of the jobs on the basis of gender.

I was rejected for the food Auditor job by saying that there is more travelling and requires more guts. Although inspection and auditing does not have to do anything with it. Food inspection is a skilled job which requires scientific understanding of food, processing place, equipment's, personal hygiene and Four

Year of BS Degree in Food Science and Technology. I was fulfilling all of the above

requirements but still got rejected. Moreover in some places where I was offering

18,000 the male worker was offered 30,000 for the same position.

What are the two possible attributions of poor performance? What are the implications of each?

According to me the factors of poor performance are lack of equity and

lack of technology. The implication of lack of equity is that the employee feels low

motivation to work. This situation can be rectified by making the performance

evaluation, reward system, and compensation system more transparent. There should

not be any favoritism and nepotism.

The implication of change in technology without training is that when new

technology is introduced, all the persons required to use the new technology as well

as those who might be required to use the new technology must be trained to use the

technology. If new software or an enterprise resource planning system is introduced,

full training should be provided to all current users as well as potential users.

Managers and supervisors can best provide useful performance feedback

through the performance evaluation process. The criteria of performance evaluation

should be clarified and discussed with the employee before the evaluation period.

We also studied about the performance appraisals. 360 degree feedback allows you to

use multiple raters such as supervisors, peers, direct reports, subordinates and external

raters (clients or vendors) to leave feedback on an employee. The feedback is often

used as <u>a benchmark within the employee's development plan</u>. In a team-focused atmosphere, 360 degree feedback surveys can be very effective. It lets the employee know how his/her team members view the effectiveness of their performance.

Why are work teams important to organizations today? How and why are work teams formed?

According to me teamwork is used across many different industries to increase performance, employee unity and company culture. Companies that must frequently develop new ideas or products using a project-based approach assemble teams in order to diffuse responsibility and to increase the number and diversity of ideas for the project. Team members use teamwork to bounce ideas off of one another before deciding on a development path for a project. Bruce Tuckman said that teams go through 5 stages of development: forming, **storming**, **norming**, **performing** and adjourning. The stages start from the time that a group first meets until the project ends. Tuckman didn't just have a knack for rhyming. I also learnt that there are different concepts of powers like legitimate this comes from the belief that a person has the formal right to make demands. I also studied about reward, expert, coercive and informational. Out of this informational is the most powerful concept. We also studied about the concept of Power.

What are individual differences, and why should managers understand them?

I learned that everyone is different yet we have to work with each other for the betterment of an organization. Usually the differences are either inherited or external factors are responsible for it. Individual differences is a study of human psychology which mainly concentrates on differences or similarities among individuals on different psychological aspects such as their values, personality, attitude, intelligence and interest, perception, ethnic origin. Some people have believed that their personality is heavily influenced by their hereditary characteristics and it will never change, others think the reverse.

Individual differences influencing workplace behavior. According to me values are based on personal and social factors, it is a set of beliefs and goals that serve as guiding principles in one's life. Values are important to individuals to tend to have an effect on the types of decision they make, how they perceive their environment and their actual behaviors. This is a very difficult role for managers to understand the values of their coworkers, a customer, their superiors or other organizations. Understanding values is critical in aligning organizational behavior and managing people.

Suppose you have an employee whose lack of commitment is affecting others in the work group. How would you go about persuading the person to change this attitude?

According to me usually an employee's lack of commitment and unpleasant attitude comes from issues and feelings they are having or dealing with. For me I don't believe it's about persuading the individual to change their attitude. I believe it's about getting to the root cause of the issue and trying to come up with a solution that everyone can agree to. So my approach would be to simply have a conversation with this employee and most likely other employees around. Find out the problem or issue and then try my best to clearly

communicate with the employee to be able to come up with the best outcome. Sometimes other issues an employee may have come out as lack of commitment when in reality it's not even lack of commitment it should be something different. That's why I feel like it is critical and important to have good communication with all employees.

Why should organizations be concerned about stress at work? What are the costs of distress to organizations?

I learnt that stress is due to good and poor decision making. It is incredibly difficult to change unhealthy behavior and even more so when employees are stressed. Yet corporations are spending an increasing amount of money providing wellness programming based on the epidemiological needs of your employees. The utilization is underwhelming, the healthiest people continue to benefit from them, but the majority of people don't bother with them. What many employers don't know is that perceived stress is, by far, the greatest impediment to employee well-being and productivity. When people report feeling overwhelmed and out of control due to work/life conflict, jobs and home stress, and chronic worry their job performance decreases and absenteeism, presenteeism and stress-related physical and psychological illnesses increase driving up healthcare costs. Getting to the root of these issues has not been easy: "employers are taking on the growing challenge of workforce stress with limited success." In fact, fewer than 10% of companies say their actions produced significant success. .

Who is the most powerful person you know personally? What is it that makes the person so powerful? Be sure to answer this question in the context of the information presented in the chapter.

I think out of all types of power informational power led all to the rest. As its building and demolishing the concept of people. Todays what we know about Muslim as the terrorist is because of the information provided in the internet. So Think of the dark web as an Iceberg. The small portion of the iceberg that is visible above the surface of the ocean is called the surface web. The major part which remains hidden deep down the surface of the ocean from the rest of the world is known as the Dark Web.

If What I am saying makes sense and you feel that your life may fill with excitement, once you are aware about the dark web, then you are unbelievably wrong. Most of these things that are happening on the Dark web is **Illegal** in nearly all the countries of the world. It was originally nurtured by the department of defense, USA isolated from ARPANET, which became so large that even the department of defense wasn't able to control it. It was then given to another Organization, **Tor** which now manages the **dark web. Is it bigger than Google, Facebook or Youtube?**

So it's the most powerful thing right now according to me. As the dark web hides your identity, give access to all the information which is hidden to the public web.Nobody can access you if you know the dark web or deep web secrets , and it's the real source of information. You feel worthy of yourself as you have access to every information as I mentioned above normal public does not have access to every information. By gaining access you can have expertise as no information will be hidden to you.

I think every human being on the planet earth has the right to be a powerful person but Government and other agencies monopoly to limit information and not given access to public depriving us to know the real of ourselves

Which defense mechanism do you see people exhibiting most frequently? Why do you think this is the case? How can you manage this type of reaction to a conflict?

Denial is the most common defense mechanism. Sometimes we see situations in which we are unable to face reality or admit an obvious truth. It can be for any person or for anything or any place. It's because we never had bad experiences before from the same person, place, organization etc.   It is a natural human tendency to devolve into denial. "Once you've solved a particular type of problem several times, your brain stops looking for new ways to solve it" and suggests that the phenomenon applies to organizations as well as individuals. "Denial is only part of the problem; not understanding your capabilities and resources is a bigger issue. It is tough to even have people agree on what is being denied.

Remedies to denial in management include a "powerful board" , careful listening on the part of leadership, transparency, measurement of project failure rates, surrounding oneself with people who are not like-minded, the adoption of a "data-driven decision style", the development of "early warning indicators" combined with an "external interference mechanism"

As a manager, how would you balance a disabled employee's needs for a work adjustment to your need to design jobs that meet organizational performance goals?

I would balance the need for a work adjustment for an employee with a disability with my need to design jobs that meet organizational performance goals by using flexibility. "The changing nature of work in the United States and the Americans with Disabilities Act (ADA) challenge managers to find new ways to define work and design jobs. It is entirely acceptable for employees to reconfigure elements of their own work through "job crafting." (Nelson, 2013, pg. 538) Perhaps the employee might even need to be moved to another

position that also fits his/her abilities and accommodates for his/her disabilities as well.

"Although an employee's disability typically has no bearing on performance or conduct,

sometimes an individual's disability may contribute to performance or conduct problems.

When this is the case, a simple reasonable accommodation often may be all that is needed to

eliminate the problem." (EEOC,

Explain types of Power?

In 1959, French and Raven described five bases of power:

Legitimate – This comes from the belief that a person has the formal right to make

demands, and to expect others to be compliant and obedient.

Reward – This results from one person's ability to compensate another for

compliance.

Expert – This is based on a person's high levels of skill and knowledge.

Referent – This is the result of a person's perceived attractiveness, worthiness and

right to others' respect.

Coercive – This comes from the belief that a person can punish others for

noncompliance.

Six years later, Raven added an extra power base:

Informational – This results from a person's ability to control the information that

others need to accomplish something. By understanding these different forms of power, you

can learn to use the positive ones to full effect, while avoiding the negative power bases that

managers can instinctively rely on.

Identify four forces that are reshaping organizations today.

Five Forces Shaping the Future

- Exponential technology change. This includes technological breakthroughs that produce exponentially accelerated disruptions in markets and business. ...

- Social & **organizational** reconfiguration.

- A truly connected world.

- All-inclusive global talent market. ...

- Human and machine collaboration.

How can leaders shape organizational culture?

Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations.

"(The Business Dictionary)."

How Leaders Shape The Organizational Culture:

Every day leaders have the ability to make or break organizations. Through their actions and decisions, leaders set the tone for a company's culture. But just how valuable is effective leadership as it relates to the success of a company? We can look at any number of examples where we can witness the great leadership values turn a garage based company into Trillion Worth of Company. Steve Jobs, the CEO and the founder of Apple. He always came up with the innovative ideas and set the brilliant values in the company. He not only connected with his employees and their hearts but he is still alive in the shape of his products connecting with millions of consumers' hearts. This is how he set the organizational culture of Apple. On average, organizations that were perceived to have ineffective leadership were at a 19% equity discount. Companies with effective leadership, on the other hand, exhibited an equity premium of up to 15%. Below are three key areas

where the intersection between leaders and culture is paramount.

What are the major reasons individuals resist change? How can organizations deal with resistance?

I think an individual resists changes in the organization if he/she is not considered as an integral part of the working place. If an employee is not involved in the decision making then the employee is less motivated towards the goal of the organization. It's like a puzzle game. In this game each and every piece of the puzzle is important if any of the pieces is missed out the whole puzzle can remain incomplete. Likewise employees in the organization are as important as pieces of puzzle to meet the goals. Also each and every employee is needed to interact with each other and establish good communication. As i explained on the discussion board of this Chapter. So it's very significant psychological wise as well. If you have never communicated with someone how would you be able to work for that person?

What are some of the most likely causes of home–work conflicts?

The causes of homework conflicts are that organizational work should always be performed at the same time without delay. It creates conflicts and underperforms if we bring our office work at home. As Abdul Kalam an Indian Scientist well said if you are unable to perform your work in a defined time it denotes that the employee is inefficient. It means that there should be no concept of bringing office work at home instead if you are intensely devoted in your work you will develop something extraordinary in your work by finishing your office task on time in office. Because it does not make any sense if you bring your office work at home.

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