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Submission date: 16-Jun-2021 07:11AM (UTC-0500)

Submission ID: 1607455379

File name: Organizational_Behavior_Assignment.edited.edited.docx (28.67K)

Word count: 3478

Character count: 19604

Organizational Behavior Assignment

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Organizational Behavior Assignment

Application Activity 1

Living up to established moral principles is what is to be ethical. Ethics is a set of standards everyone should follow while deciding how to act in diverse circumstances. (de Spinoza, 2021). Ethics is, in specific ways, mostly about forming opinions and offering arguments for them. It indicates that an ethical individual holds themselves to an excellent status when it comes to the workplace than simply abstaining from given conduct or conduct since it is forbidden. What counts is that it could be a morally reprehensible thing to do. Several factors play a role in determining ethical conduct. It is a good idea to ask three questions when thinking about ethical actions. Is it lawful, for instance, as a starting point for these concerns? Even though the legality of activity should never be the only factor to consider when establishing its ethicality, it should be one of the considerations (Grgic-Hlaca et al., 2016). After all, if an activity is not lawful, it must not be performed. The next point to consider is if it is just. Whereas fairness does not necessarily imply ethical behavior, and ethical behavior does not necessarily imply acceptable behavior, it is always necessary to consider, as fairness is often for the mutual benefit of an institution (Grgic-Hlaca et al., 2016). Lastly, it is critical to examine if a particular activity is appropriate. If an activity is lawful, correct, and (to the extent possible) fair to all participants, it is usually safe to conclude that it is also ethical.

Application Activity 2

Regrettably, stress, despair, and worry are all too every day in today's world. The number of individuals with psychological disorders is increasing globally, according to statistics. Workplace stress accounts for a sizable share of the nation's mental health problems. Economic conditions and rising budgetary limitations exacerbate workplace pressure. Workplace stress

accounts for a sizable share of the nation's psychological problems. Economic changes and rising budgetary limitations exacerbate workplace pressures. Our company was under a great deal of pressure from our investors in my situation because we did not meet our quarterly quota on the revenues as projected in the company's annual fiscal budget. According to specialists, approximately 23% of persons who were anxious at work described themselves as having misery or extraordinary levels of psychological suffering (Bennett-Levy et al., 2017). Even though I believe I am an excellent stress handler, there was one situation beyond my power that I would want to discuss.

Due to the failure of meeting the company's financial targets, we were forced to work during the weekends without having a day to rest. The work schedule took a toll on me, and I ended up collapsing at work. I regained my consciousness after first aid and after the organization decided to change the work formula. Though people worked during the weekends, we were allowed two days to rest while rotting between different employees. At the same time, the organization engaged the services of a consultant to help us understand the causes of stress and how to manage stressful conditions better.

Application Activity 3

Working in a group can be advantageous for a variety of reasons. What one needs to consider is what works for both the company and the person. If everyone on a team recognizes the value they offer to a project; they can work together more effectively. According to Klug and Bagrow (2016), people believe that when their team grows, they will achieve more, but that is not always the case. Adding more individuals to a task complicates it and reduces its overall efficacy. The impact on judgments and accountability for the outcome is muddled, and the original value of the desired outcome is at stake. A minor team is less expensive and can produce

better outcomes. Small groups offer flexibility and speed since coordination is efficient and quicker. Also, in a smaller group, human relations are effective since it is easy for team members to close and establish a caring atmosphere, which is not the case in large groups. A team manager with fewer members has more opportunity to personally influence and encourage people, who, in turn, feel more invested in a shared goal and do their responsibilities more efficiently.

On the contrary, smaller groups lack enough resources to generate substantial outcomes instead of larger groups that are adequately funded. In addition to that, larger groups can establish processes that can be adhered to for years. Nonetheless, in larger groups, conflicts are common, human interactions are lacking due to the significant number of personnel, speed and flexibility are problematic (Klug & Bagrow, 2016). Moreover, some tasks require larger groups and other smaller groups based on the task involved in its completion. For instance, I once worked on creating a marketing campaign in the marketing department with a team of five members. However, as the campaign was meant to run for six months, it was prudent to involve other departments like human resources and finance, expanding the team to more than twenty individuals. As we progressed, communication became problematic, daily targets were missed, and blame was shifted from one person to another.

Application Activity 4

Most managers argue that they want their subordinates to uphold the highest standards of ethics. However, they may well be surprised to learn that, despite their best efforts, their authority may be influencing the decisions of the people they lead. Some leaders make it psychologically risky to speak up. Despite statements such as "I have an open-door policy," which allows employees to communicate even contentious problems, some leadership behaviors

may discourage employees from raising ethical problems (Islam et al., 2019). In addition to that, a leader is unethical when they put too much pressure on employees to meet unrealistic performance goals. According to research, unrestricted goal setting can drive individuals to compromise to achieve goals, even if those goals appear unachievable.

Furthermore, there are types of leadership approaches that are deemed more ethical than others. For instance, the coaching approach to leadership is considered ethical since it involves attributes like compassion, pragmatism, and tolerance are common in this leadership system. As a result, ethical challenges and judgments are frequently handled relatively. Furthermore, because employees trust the management in creating a more ethical workplace, workers are encouraged to come forward with any ethical problems. On the contrary, Destructive leadership can take many different shapes and happen for several causes. For example, greed can drive unethical leadership, which involves sacrificing others to increase profits. A perfect example is where a leader fails to evaluate the consequences of their decisions on the various stakeholders. Inadvertent outcomes can be just as destructive as decisions made to be unethical.

Moreover, the approach of influencing others' conduct to execute tremendous changes or new purposes utilizing a cohesive style of communication and team building, known as transformational leadership, is widely praised for its good outcomes. However, transformational leadership becomes unethical when its message includes elements of what will be lost, influencing ethics differently (Chen et al., 2018). However, when the organization's message incorporates aspects that can be "forgotten," the impact on ethics might be dramatically different. Therefore, Chen et al. (2018) suggest that whenever transformational leaders talk about what might be lost due to failure, for instance, market share, income, underserved communities, or public approval, the immoral practices of the organization's members become apparent.

Application Activity 5

The possible issues that can arise as a result of a solid organizational culture are much more extensive. Beyond impeding the integration of employees from various cultural backgrounds into a shared project, an overly strong organizational culture can also harm members' knowledge transfer, a factor whose effectiveness is primarily dependent on a complicated and confusing business environment (PAAIS & PATTIRUHU, 2020). In addition to that, when the values and norms of an organization push employees to meet the organization's target regardless of the methods used, it encourages unethical behavior on the part of the employees who must work hard to achieve the set goals. Sometimes employees emulate what they see with the top-level leaders of an organization. Simply put, employees learn from their top managers. PAAIS and PATTIRUHU (2020) argue that when the management acts in a manner that goes against the norms and values and gets away with it, unethical behavior becomes institutionalized. In this regard, employees engage in unethical behavior because it is the norm to win the organization since no one is held accountable.

Moreover, the impact of local values on global business ethics is based on customs. There are cultural differences in the importance of a particular management style. Enticement, for instance, various countries still embrace bribery, and while many will not appreciate the practice, they accept it as an unavoidable aspect of life. From infancy onward, different professionals are molded by beliefs, social conditions, and events. These traits influence how individuals see an issue and the responses that follow. Individuals in a region have contradictory opinions on what institutes moral or improper deed. Based on a person's economic and social status, education, and interactions with various cultures and customs, judgments might vary substantially.

Written Exercise 2

1. Due to various aspirations and degrees of fulfillment, two individuals in the same work may have differing opinions toward it. For example, the present job may have met one worker's high hopes, yet another employee's unrealistic expectations may have been disappointed. The attitude may also differ depending on one's interaction with other people in the workplace. In addition to that, differences in attitudes may be caused by the employees' personalities regarding how it facilitates them in doing their jobs in the organization.
2. The prominent five personality attributes are; Affability is a metric for assessing a person's inclination towards social harmony. This person's demeanor reveals how well they interact with other parties, how collaborative or suspicious they can be, or their performance in a group. Affective commitment is a personality trait that assesses a person's eye for detail, purposefulness, consciousness, and organizational skills. (Erder & Pureur, n.d.). Employee proactive personality is a good predictor of efficiency, especially for low positions, to determine who has the preferred attributes of a leader. Assertiveness is a character trait that influences a person's level of gregariousness, extroversion, and energy. Also, Openness measures how adventurous a person is relative to how pragmatic and conventional they are. The last trait is stress tolerance, which is a test that determines how people react to stress (Erder & Pureur, n.d.). Influential leaders have a thorough awareness of their player's strengths, limitations, motivation factors, and communication patterns, as well as their own. According to Erder and Pureur, (n.d.) Personality evaluations can help in better understanding and ideally enhancing the performance of individuals and teams.
3. The basic premise of attribution theory is that individuals want to know why they and others do what they do; they seek to assign explanations to specific behaviors instead of thinking

that they are spontaneous (Pishghadam & Abbasnejad, 2017). In the context of an organization, a supervisor may be the victim of the fundamental attribution blunder. For instance, when monitoring conduct, a person is more prone to believe that their action is the primary cause of another person's conduct rather than the circumstances. Likewise, managers are more prone to attribute lousy performance to a lack of talent or effort rather than task difficulty or chance.

4. Workers can consistently develop their skills and knowledge by positioning them for a leadership role in a company. In addition to that, continuous learning enhances innovation and creativity in an organization. For instance, employees try to implement whatever knowledge is gained through continuous learning in their work environment, helping the organization progress.
5. ¹ Maslow's Hierarchy of Needs as well as ERG Theory together with Herzberg's Dual-Factor Theory not forgetting McClelland's Acquired Needs Theory are the four primary models in a need classification. Among these needs, Maslow's theory is fundamental since it is premised on fulfilling basic human desires, concluding self-actualization.

Written exercise 3

1. To produce the final output for their organization, participants of a project team interact on a single, shared objective. A working group comprises two or more people reliant on their job that might or might not operate in the same division. Workgroups Concentrate on creating and achieving shared goals, expect and demand everyone's involvement, and intentionally inclusive.
2. Groups need rules to ensure that everybody understands what is expected of them and avoids frustration and misapprehensions.

3. Group norms can put immense pressure on the members to change their attitudes and actions to adhere to the group's ideals.
4. Microsoft engages over 60,000 individuals and has developed a performance appraisal system that assesses each team member based on their unique accomplishments. Microsoft hoped that using this methodology would improve the supposed impartiality of its assessment process. However, it fostered rivalry inside the team, causing individuals to act selfishly, lowering their efficiency. Another reason for Microsoft's VISTA lag was because group members believed they were unjustly assessed. One staff member expressed concern that her team manager would negatively rank despite receiving praise for her efforts. Finally, the size of the team has a significant impact on performance. The bigger the group, the less pleased the individuals will be. Some of the following activities could have been done: Keep the group size as small as possible and Assist group members in believing they make a valuable contribution. This could be accomplished by re-evaluating their scoring systems and assigning ratings to groups rather than individuals.

Written exercise 4

1. The trait and behavioral approaches to leadership are similar since they regard leadership as a set of skills or activities that ought to be mastered to be successful. However, Fielder's contingency approach differs from both because it suggests that leadership is not a one-size-fits-all concept (Yadav & Kala, 2018). Instead, Yadav and Kala (2018) suggest that the conditions impact a leader's effectiveness. Two factors aid this: managerial style and intrinsic motivation, later referred to as contextual dominance.
2. The significant sources of conflict in organizations include; Interrelation between tasks. The more the task involvement among persons or groups, the more they must work together and

interact to achieve a goal, and the higher the risk of conflict if entities have differing beliefs or aims. In addition to that, status discrepancies among the concerned parties cause conflict. For instance, executives in many firms have the authority to take leisure time off during working hours to run some errands, and so on, whereas junior-level workers do not. Conflict can also arise due to territorial nuances in which it is unclear who bears responsibility for what outcome. Ignoring, conquering, reconciling, accepting, and partnering are five problem-solving tactics that individuals use to deal with conflict. This is founded on the premise that people get to choose how collaborative and aggressive they want to be in dispute.

3. The term "organizational learning" refers to the practice of acquiring information in a company. Once knowledge is gained, it is used in a manner that aids the decision-making process in a company.
4. With the help of new technology, all logistical and connectivity difficulties have been simplified. Companies are no longer required to halt in any of their operations. In addition to that, email systems and chat applications can all be used as the communications spine. These electronic communication technologies are used to quickly and efficiently distribute regular and vital business data. Companies can save costs by utilizing information technology systems. Parallel duties can be centralized in one area using technology.

Written Exercise 5

1. According to contingency theory, a firm's design should be linked to its unexpected or vulnerable areas. Every organization is unique, and as a result, structures that work for one business may not function for another.
2. The organic organizational structure is considered flattened, implying no traditional hierarchy of authority that flows from lower-level employees to senior executives (Ahmady

et al., 2016). On the contrary, the mechanistic matrix is far more conventional, and it is typically how a new corporation builds its organizational structure right away. The organization is strictly outlined as a ladder, with the management giving particular roles and responsibilities to those beneath them (Ahmady et al., 2016). Companies can generate dependable, standardized products and services thanks to the mechanistic lateral framework. Specialized jobs lead to greater efficiency, which makes large manufacturing possible. However, bureaucratic systems, formality, and automation impede a small business's ability to compete in a market that needs rapid responses. There are numerous ideas and opinions about executing a task in an organic structure, leading to chaos and inefficiency. On a positive note, the organic structure encourages creative innovation.

3. For years, Google has been a model of the corporate culture. They have set the standard for thousands of companies today. Free lunches, employee social events, financial bonuses, and open speeches by high-level management are just a few of the rewards. Health clubs, a dog-friendly atmosphere, and gardens are all desirable eccentricities. Employees are believed to be ambitious, intelligent, and among the best, because the company encourages innovation and has an open door policy.
4. Unethical behavior occurs in a workplace devoid of the code of conduct. If employees do not know what is correct, they are more prone to make mistakes. In addition to that, unethical conduct occurs because people fear to report it when they witness it happen. Witnesses fail to report fearing the wrath of the culprit. Also, peer pressure forces people to engage in unethical conduct since everyone is doing the same. An ethical culture can be established by the senior management communicating to the junior staff the ethical expectations when working for a company. Also, ethics training is essential, especially for newly recruited

employees. Organizations should also reward and punish ethical and unethical acts in equal measure.

5. Hofstede's cultural dimensions features theory was created as a framework for interactivity by Geert Hofstede. It adopts a context drawn from factor inquiry to highlight the impacts of a social group on its participants' views and how these principles connect to behavior (Mateescu, 2016). During their careers, workers will come into contact with someone from another nation. Firms will begin engaging with companies from other countries. Even workers of domestic markets will almost certainly meet someone in another country because the world of business has become global. Successful global organizations understand that these interactions can be detrimental to the business if not properly managed.
6. Kurt Lewin devised multiple models of change: Reactivating, modifying, and refreezing are all terms used to describe the process of change. The approach demonstrates an organizational change in a straightforward and timely fashion. According to Lewin, a paradigm of change entails establishing the idea that reform is necessary, then working into maximum coherence of behavior, and then anchoring that new condition as the norm.

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