

Trends in Organisational Behaviour

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ABSTRACT

Organizations have evolved significantly since their inception, notably in terms of structure, operations, and personnel. There has been a significant change in the cross-cultural environment, the impact of multinational corporations, the rise of technical know-how, and quality management, all of which have created a new atmosphere in modern enterprises. Due to developments in globalization, employment arrangements, shifting workforces, and information technology, organizations have seen significant changes in terms of structure, operations, and personnel. The developments in organisational behaviour (OB) and its development as a separate subject are examined in this research. With an interdisciplinary perspective, the authors want to present a complete account of recent organisational behaviour. Organizations are entering a new age of quick, dramatic, and chaotic transformation. Employees in a variety of firms have changed their work habits as a result of the rapid speed of change. Change has become an inextricable and necessary component of corporate life. Organizations are changing rapidly in this century, and many more changes are predicted. Such changes keep top management and functional managers continually busy devising strategies to ensure compatibility with both the internal and external environments. The paper tries to focus on new trends in organisational behaviour.

Keywords: - Organization, Behavior, Organization Behavior and changing trends.

INTRODUCTION

Organization Behavior is the study of human behavior in an organizational setting (Baron and Greenberg, 1990). It is a multidisciplinary subject devoted to understanding of individual and group behavior, interpersonal processes, and organizational dynamics. It has emerged from the disciplines of psychology, sociology, political science, and economics (Schneider 1985). The study of Organizational Behavior as a discipline can be categorized into three simple levels: micro level (individual); meso level (group) and macro level (organization) (Barbour, 2017).

Management was mainly unaware of the relevance of the study of organisational behaviour at the start of the twentieth century. The relevance of this field was not understood until Frederick Taylor's work on scientific management and the Hawthorne studies in 1924. The study of organisational behaviour is considered as a fundamental component of effective management at the turn of the twenty-first century. New trends have emerged as a result of the global corporate environment, resulting in modifications in current organisational structures. The new market that has emerged as a result of globalization necessitates a rethinking of the nature of employment and organizations. In year 2000 Thomas describes behaviour as "The corporation 'delayed', throwing off entire levels of management; it 'disaggregated', ridding itself of its extraneous operations; it embraced 'flexibility', making it easier to replace career employees with (zero-benefit) temps; it 'outsourced' every possible piece of work to the lowest bidder; it 'reengineered' its various processes in a less labor-intensive way; it 'disintermediated', using new technology to cut out middle-men and move back-office jobs to wherever wages were lowest"(Pg 191).

OBJECTIVES

- To evaluate the elements that influences organisational behaviour as well as new trends in the sector.
- To study the factors influencing organisational behaviour.
- Describe emerging issues in the field of organisational behaviour.

LITERATURE REVIEW

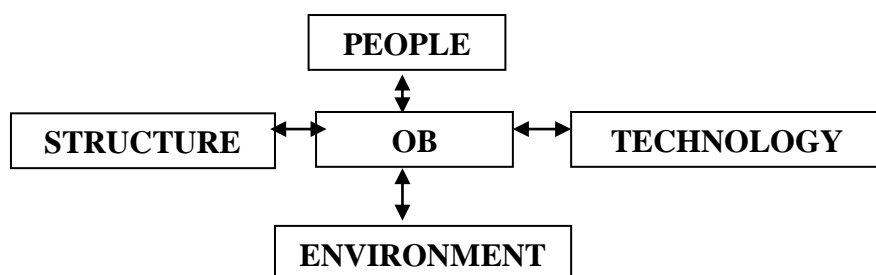
The Pre-Scientific Management era encompasses the years preceding 1890. Management Theories began to gain traction in the years following 1890. During this time, Scientific Management was developed. Scientific Management is a management philosophy that focuses on increasing economic efficiency, particularly worker productivity. The Pre-Scientific Management era encompasses the

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Scientific Management is a management philosophy that focuses on increasing economic efficiency, particularly worker productivity. The period between 1920 and 1930 characterizes the growth of literature on human relations (Warner, 1994). Work groups began to emerge as an essential component of human relations throughout the interwar period. Hawthorne Effect was a study of the socio-psychological influence of human conduct in companies in the 1920s. This research looked at the link between productivity and factors including office illumination, clean workstations, allowing employees to form and work in teams, and taking frequent breaks. (Mayo et al., 1939). During the interwar period, numerous active organisations were concerned about the rising relevance of the people element as the core of human connections. (Follet 1941; Child 1969). Due to the wartime circumstances, significant attempts were made to improve worker motivation during World War I. After 1918, and throughout the post-World War II period of peace, similar tactics were utilized. Organizational behaviour became an academic topic after World War II, notably around 1945.

Organizational Behavior as a field began to gain prominence as a result of Human Relations' conventional and outmoded methods. It arose as a study of the structure and operation of organisations, as well as their culture, sub-elements, and group and individual behaviour within them. It arose as an interdisciplinary science that brought together sociology, psychology, economics, political science, social anthropology, and manufacturing engineering. (Pugh et al, 1975). Following the foundation of Organizational Behavior as a discipline in 1945, substantial literary material was produced.

ELEMENTS OF ORGANIZATIONAL BEHAVIOR



The two conflicting considerations of distinctiveness and integration must be balanced in all organisational design decisions. The source of creative energy necessary for innovation is differences across departments in the nature of the job performed, the time horizon of the activity, and interpersonal orientation. To respond to market requirements quickly, efficiently, and effectively, integration across departments is required. Organizational behaviour is shaped by a company's structure, processes, human resource policies, and practices. Structure and system decisions are crucial in putting an organization's plan into action.

The culture of any company is defined by its internal environment, which is critical for the entities that make up the organization. The corporate culture has a direct impact on their attitude, conduct, and performance, albeit it differs from individual to person. The aspects of the environment have an impact on organisational behaviour because they influence the organization's design, people, strategic decisions, human resource policies, and leadership style which act as a part of external environment.

Technological advancements, according to sociologists, are a key cause of social, political, and economic change. An organization's technology is the collection of tools, equipment, and plants accessible at any one moment for the execution of production activities, as well as the logic that underpins their use. Technology and its administration, it is believed, have a significant impact on organisational behaviour and the character of work. Managers can control workers and their working circumstances using technology. As a result, in order to remain competitive in the global market, businesses must try to use modern information and computer technologies.

Without people having the capability and personal disposition required to achieve organisational strategy, an organization cannot be effective. As a result, selective recruiting becomes critical to efficiency. This varies from one organization to the next, depending on its beliefs and commercial goals.

TRENDS IN ORGANIZATIONAL BEHAVIOR

GLOBALIZATION

Organizations operate in a global economy marked by increased and intensified rivalry, as well as increased economic interconnectedness and collaboration. As globalization brings about more convergence in terms of consumer tastes and preferences, more products and services are being consumed outside of their place of origin than ever before. In the middle of growing convergence, however, there is a force of divergence at work, where firms must adjust corporate and commercial strategy, marketing plans, and manufacturing activities to local domestic markets.

Globalization has resulted in increased mobility in international capital and labour markets. Because there are more prospective consumers, this creates a global marketplace with greater opportunities. However, there is increased competition since local businesses must compete for clients with international businesses.

The processes connected with the global integration of markets for goods, services, and capital, according to Dani Rodrik, professor of international political economics at Harvard's Kennedy School of Government, have generated two sources of conflict.

First, lower trade and investment restrictions increase the disparities between those who can and those who cannot traverse international boundaries. Owners of capital, highly trained employees and many professionals fall into the first category. Workers who are unskilled or semi-skilled, as well as the majority of middle managers, fall into the second category.

Second, disputes over domestic standards and the social structures that express them arise as a result of globalization, both inside and across countries. As manufacturing technology becomes more standardized and widely disseminated throughout the world, nations with vastly diverse sets of values, conventions, institutions, and collective tastes begin to compete in marketplaces for comparable commodities. When trade releases pressures that challenge the norms implied in local or domestic labour practices, it becomes controversial. "The most significant problem for the international economy in the years ahead lies in making globalization compatible with domestic social and political stability," Professor Rodrik said (Rodrik 1997, p. 2). This entails preventing domestic societal breakdown as a result of international economic integration. The tension produced by the global integration v/s local disintegration issue will have to be managed by organizations confronted with this difficulty.

The way we implement organisational behaviour principles and practices is also influenced by globalization. OB academics have warned for the past 40 years that organisational techniques in one nation may not be relevant in another because of cultural and historical variations. This does not imply that organisational behaviour must be completely overhauled. Globalization, on the other hand, highlights the need of understanding the cultural variations in successful OB practices.

FLEXIBILITY

Organizations are being forced to become more flexible and adaptive as a result of globalization and diversity trends. Leaders and workers in companies must become more flexible and acquire a larger repertoire of skills and tactics in working with various groups of people in the workplace and in the marketplace in order to be able to function internationally and embrace diversity. In many situations, improved organisational flexibility has been the result of increasing diversity. Some companies enable employees to have significantly varied work schedules (for example, flex-time) and payment schedules. Some businesses (and employees) have found it more convenient to consider some personnel as consultants rather than employees. Advances in communication and information technology have permitted telecommuting — working from home using a computer — in some vocations. As a result, the lines between work and home, as well as where and when employment takes place, are becoming increasingly blurred. The advantages of greater flexibility may be outweighed by the drawbacks of working around the clock, such as increased stress and burnout.

TAILOR THE EXPERIENCE OF EMPLOYEE

Individualization - the demand of people to be regarded as such in the workplace – is one of the most significant megatrends affecting the labour market. People have discovered a greater choice of life and professional possibilities as a result of globalization, which has changed their motivations as employees and customers. Price, salary, and advancement are being pushed aside in favor of

lifestyle, recognition, self-expression, and ethics. In order to become closer to their markets and workforce, smart employers are developing ways of working that suit individuals rather than the company. As a result, more flexible, less centralized, and flatter architectures are in demand. Everyone in leadership and HR must have a working understanding of major drivers of employee engagement and the underlying human requirements that a work experience must satisfy in order to thrive in the market environment. Managers must realise that customising an employee experience is not about pampering entitled employees. Because various techniques work for different people, managers must find the specific motivators that will encourage each person to do their best work while also increasing job happiness. Managers must also improve their communication skills so that they can have tailored engagement dialogues with their staff.

MISCELLANY

Organizational diversity will continue to grow. According to the National Population Projections of the United States Census Bureau, the Hispanic population would grow by 11.2 percent between 2000 and 2025, becoming the largest minority group in the country. The population of all other minority groups will rise by around 9%, while Caucasians will drop by nearly 19%. In emerging nations, population growth is rapid, whereas in industrialized countries, population growth is constant or declining. Inequity in income and economic opportunity will follow, leading to increasing immigration and mobility within and between countries. There will be more usage of temporary employees. The influence of increasing variety in companies is a topic of ongoing discussion between heterogenists and homogenists. The heterogenists argue that varied or heterogeneous groups in organizations outperform homogeneous groups in terms of performance, whereas the homogenists argue that homogeneous groups outperform heterogeneous or diversified groups in organizations. As a result, the issue for management is to manage the tension created by variety vs. uniformity. Organizations can benefit from more diversity if it is managed effectively. Organizations must learn to respect and cherish diversity in addition to good management before the advantages of diversity can be fully realized. To do this, miscellany training programmes may assist employees in understanding and appreciating diversity in the workplace.

RELATIONSHIP MANAGEMENT

Changing organisational developments in recent years have made it critical for managers to think about some of the growing employee relations challenges that will affect companies in the future decade. The growing share of the workforce engaged in contingent labour represents a significant shift in employment. It covers occupations where an employee does not have a long-term explicit or tacit employment contract, or when the minimum working hours change in an ad hoc manner. Telecommuting is another significant shift in the workplace relationship. They must also adjust to a loss of political connections and a growing sense of isolation. As the number of people who work from home grows, so does the number of virtual teams or cross-functional groups. Employees must learn how to get work done in these teams that operate across geography, time, and organisational barriers, with members primarily interacting via electronic technology. In the contemporary period, the employer-employee relationship has changed dramatically. Employees are encouraged to participate in the decision-making process through participatory leadership. This involves lower-level staff as well, to guarantee that views and ideas are communicated upward. Employees are motivated to do their best by flexible working hours and more power. Understanding all of these changes, as well as the challenges that arise as a result, will aid management in better planning and responding to workplace changes.

ETHICS AT WORKPLACE

Today's corporate conduct is marked by a strong emphasis on ethics. It refers to the code of behaviour that individuals in companies follow in order to keep things running smoothly. Almost every company has established an ethical code that has been created through time and is expected to be followed by its workers. It is carried out rigorously, to the point that each individual is required to have a copy of all codes of conduct. The line between ethical and immoral action is not black and white, which is one of the problems that organisational leaders face. Instead, it is determined by a variety of elements, including the person's motivation for engaging in a certain activity, cultural circumstances, and the impact of external influences on the behaviour.

WORKING LEVELS

Organizations that can create new technologies more quickly or react to market changes more quickly will outlast the competition. Organizations have been flattening their hierarchies and structures, as well as undertaking other measures such as downsizing and networking, in order to improve reaction time. Because each individual is closer to the ultimate decision-makers in a flat organization, choices are made more rapidly. There are fewer management levels, and workers have more autonomy to make choices. Decentralization of decision-making occurs. The forces of centralization and decentralization are at odds in organizations. They want to take advantage of the benefits of decentralization to build more agile and powerful companies, but they can't always do so because of the forces of centralization at work. When opposed to a flatter, more decentralized organisational structure, centralization has apparent advantages since control is tighter and responsibility is clearer. The argument about centralization vs. decentralization of operations in businesses has raged on for decades. It's an age-old struggle between uniformity and autonomy, corporate efficiency and local effectiveness, and cost and resource constraints vs accommodating particular local demands. It is both ineffective and wasteful to oscillate between centralization and decentralization. Organizations must be clear about how they will respond to the conflict between centralization and decentralization as they strive to become flatter.

BUILDING EMPLOYEE ENGAGEMENT

Managers unanimously agree that the twenty-first century necessitates greater efficiency, coherence, and production than any previous period in history. While managers deal with organisational issues, companies seek to improve their performance in order to thrive and stay ahead of the competition. Knowledge workers want job happiness, operational autonomy, and workplace prestige, all of which are impossible to achieve with old authoritarian management approaches. Managers are moving their emphasis to the employee side of businesses as a result of these realities. Companies are increasingly realising the need of developing a distinct company culture in which managers' beliefs and aims are matched throughout all work divisions. Organizations that are able to maintain their success stories cultivate a culture of mutual respect, which not only boosts employee engagement but also instils an infectious spirit of work culture in new hires.

NETWORK

Flattening organizations foster horizontal communication among employees. Workers that need to cooperate with one another can frequently communicate directly rather than working through the corporate structure. Such businesses are extremely well-connected.

The relationship between organizations is another definition of networked organizations. When a company reduces its size to simply its core capabilities, it must outsource all of the tasks that were formerly performed in-house. Networked companies are especially crucial in sectors with complex goods, such as high technology, where technologies and consumer demands change fast. Close relationships between firms allow them to collaborate in ways that are faster than arms-length contracts would allow, while still retaining the ability to end the partnership if necessary (as opposed to performing the function in-house). The move toward networked organizations and structures has exacerbated the conflict between reliance and independence. Organizations face new problems as a result of the dynamics of aggregation and disaggregation, such as the employment of independent contractors, joint ventures, strategic partnerships, and even alliances with competitors.

It can be well said that the trends in organisational behaviour has taken place because of changes due to environment and technology which forced the individual to mold themselves and change their behaviour at work place.

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