



UNIT 12 ORGANISATIONAL BEHAVIOUR

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MODULE OVERVIEW

- The aim of this unit is to understand the impact of different factors affecting behaviour in an organizational context.
- The successful completion of this unit should leave students with an understanding of certain influences that affect human behaviour in the workplace; that is individuals, individuals working in a team and the wholistic organisation.

ASSESSMENT CRITERIA

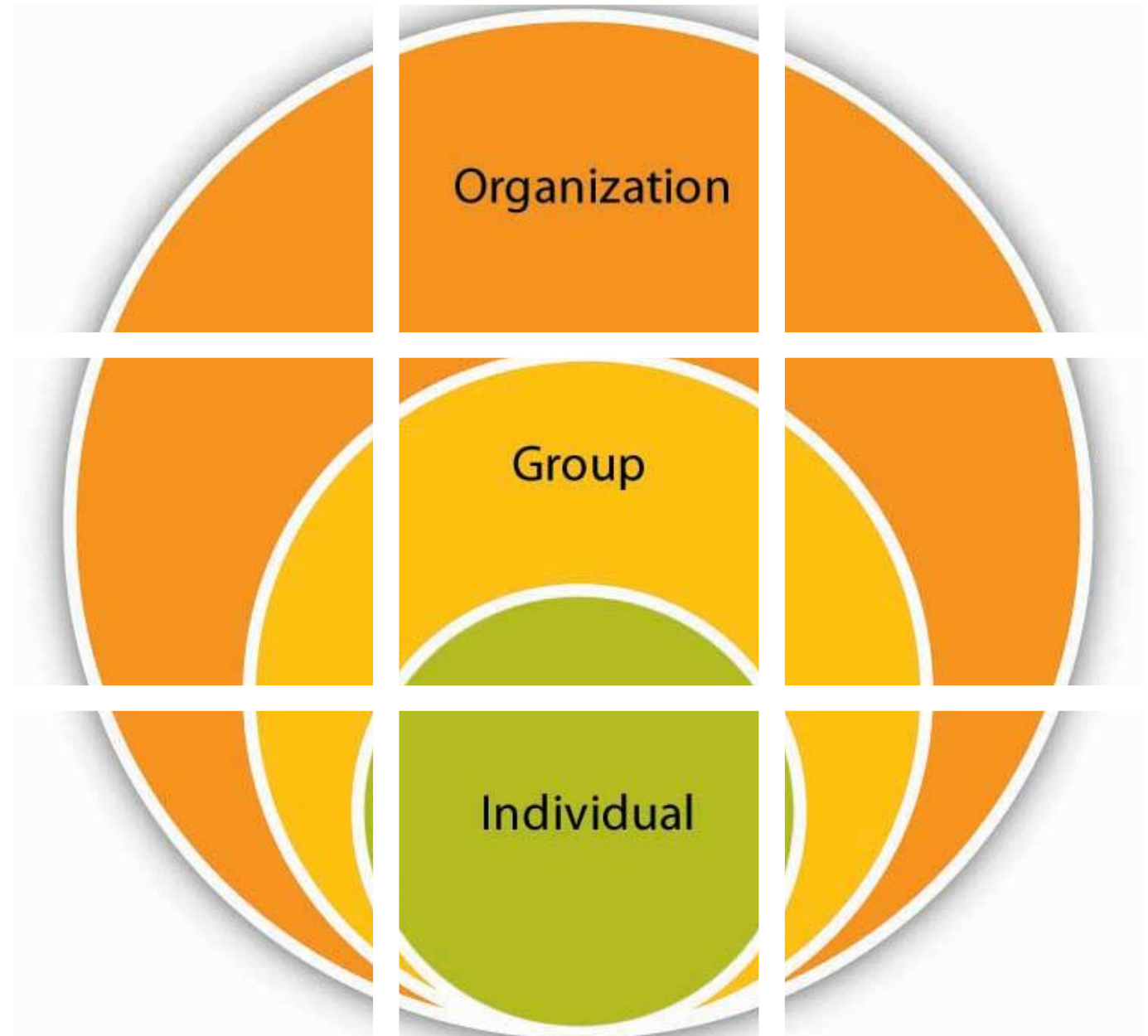
- LEARNING OUTCOME 1.
- Analyse the influence of culture, politics and power on the behaviour of others in an organizational context.



- P1.
- Analyse how an organisation's culture, politics and power influence individual and team behaviour and performance.



WHAT IS ORGANISATIONAL BEHAVIOUR?



ORGANISATIONAL BEHAVIOUR

- Organisational Behaviour studies the relationship individuals, groups and structure have on the overall effectiveness of a business.
 - The aim of studying organisational behaviour is to improve company effectiveness to achieve objectives.
 - There are three major determinants of behaviour in an organisation. These are:
 - Individuals
 - Teams/Groups
 - Structure
- (Buchanan and Huczynski, 2013)



WHAT IS ORGANISATIONAL CULTURE?



ORGANISATIONAL CULTURE

- This determines the identity of the business or company and is portrayed through practiced ethics, beliefs, policies, procedures, values and attitudes toward how each job role is performed.
- Culture is important to guide the actions and behaviours of employees in an establishment by contributing to the social and psychological environment of the business.

(Buchanan and Huczynski, 2013)

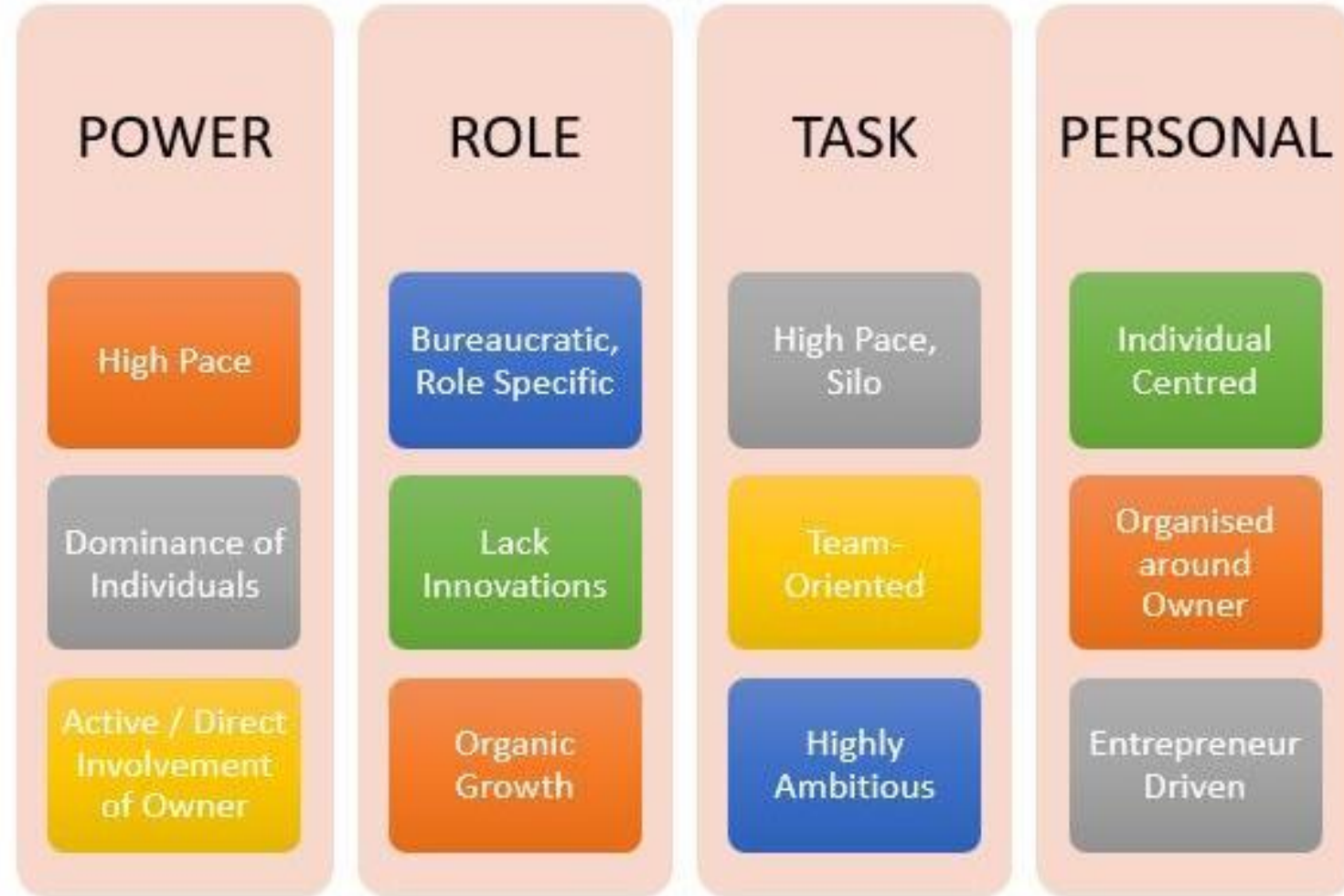
CLASSIFICATION OF CULTURE



CLASSIFICATION OF CULTURE

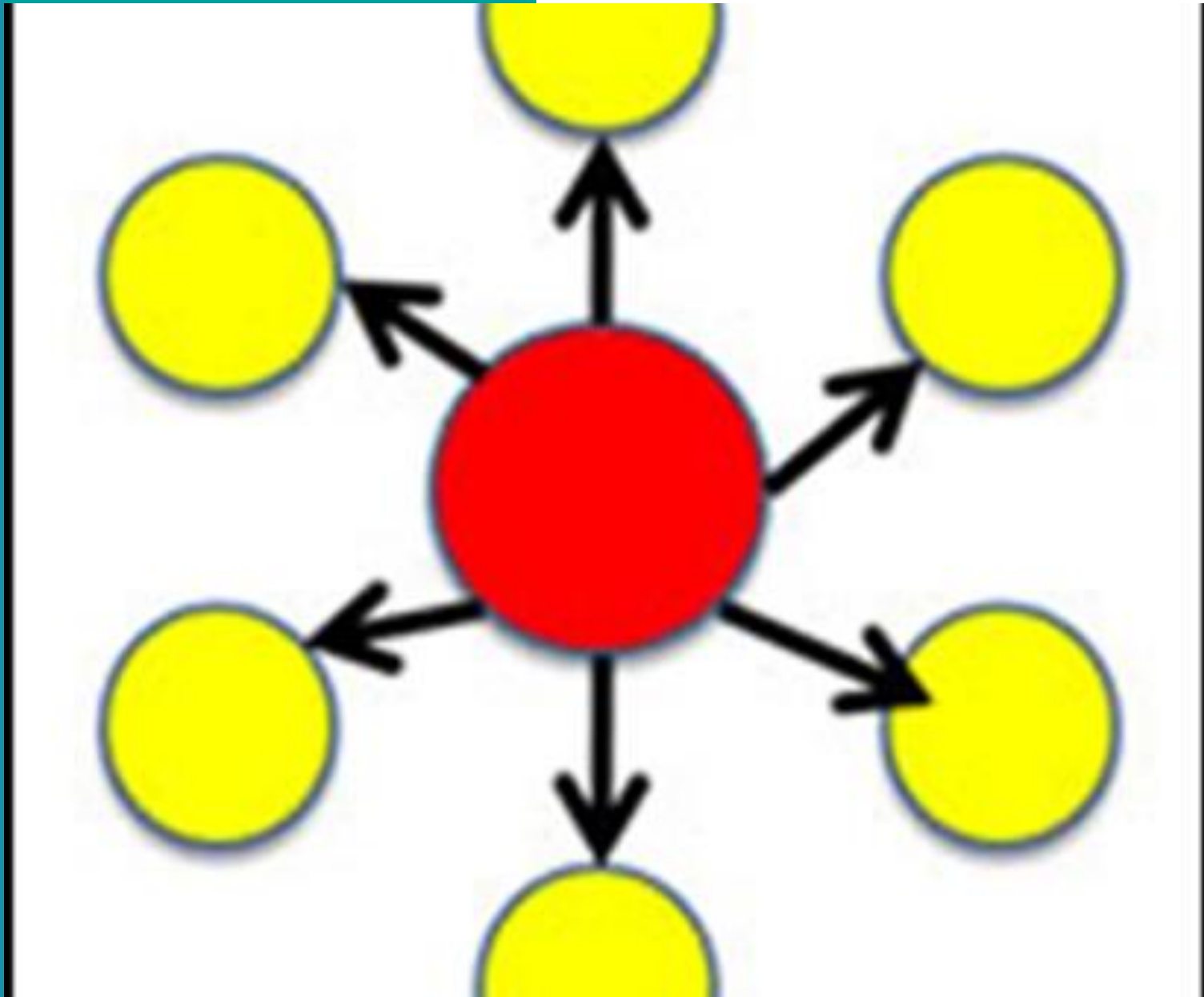
Based on Handy's Model, organisational culture has four dimensions.

Charles Handy's 4 Dimension of Organisational Culture



Source: Gods of Management: The Changing Work of Organisations, Charles Handy 1978

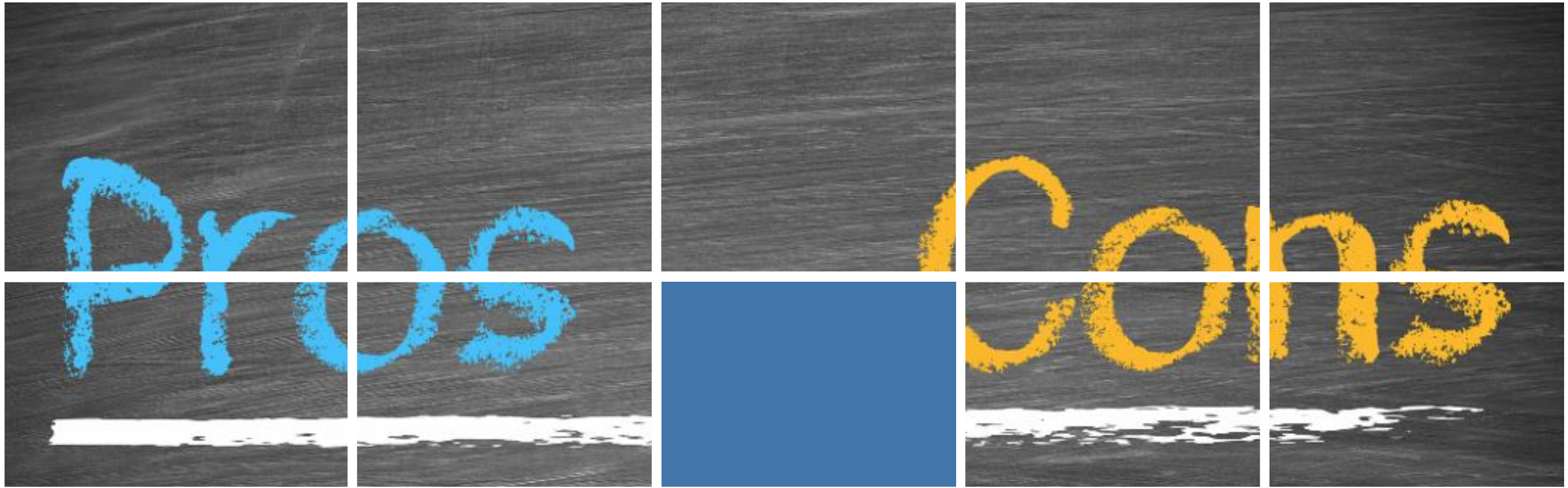
POWER CULTURE



POWER CULTURE

- The Power Culture has the main decision maker at the center. This person/group of persons have complete authority over the company's operations.
- The Center of the Power Culture is surrounded by different levels of employees, who have more influence the closer they are to the center.
- Politics take a huge play in this type of business culture as the Center will attract those with strong leadership, critical thinking, power oriented and politically minded.
- This type of culture is largely output centered, in that employees are judged by what they must achieve rather than how they do things or how they act.

(Nicotera, Clinkscales and Walker, 2003)

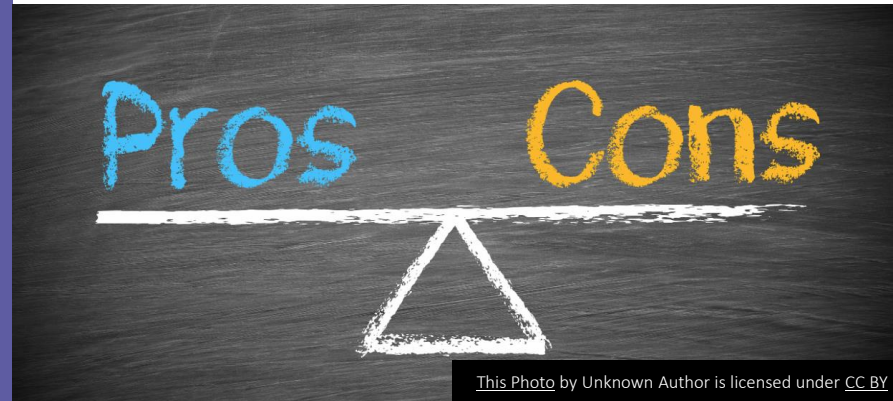


**WHAT DO YOU THINK ARE SOME
OF THE PROS AND CONS OF THE
POWER CULTURE?**

PROS AND CONS OF POWER CULTURE

- PROS

- Easily adaptable to internal and external forces or events.
- Performance is judged on results which pushes employees to do their best.



- CONS

- Organisational success is heavily dependent on those in the center.
- Low morale and high turnover is a possibility as conflict can arise rapidly.

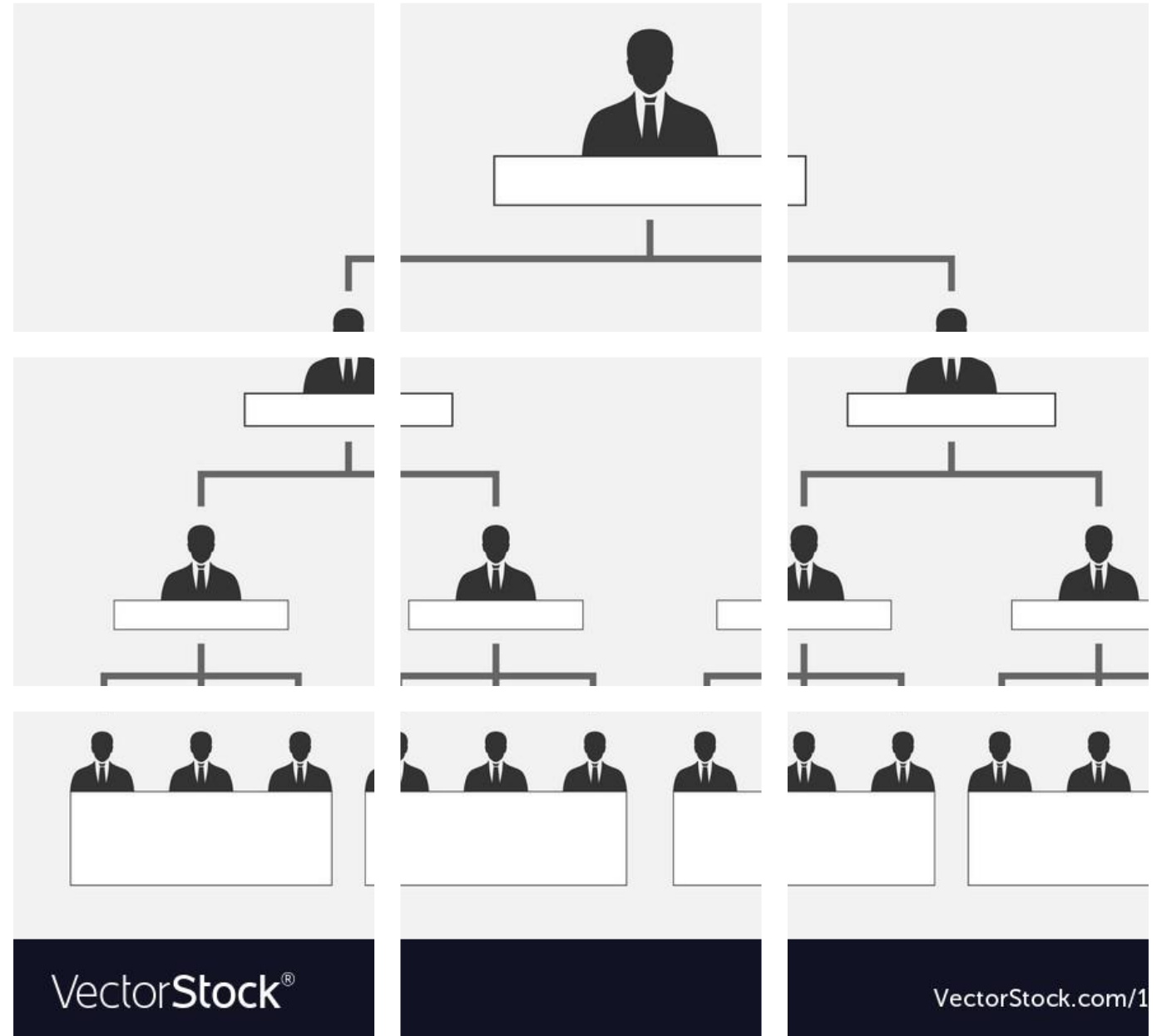
HOW POWER CULTURE AFFECTS EMPLOYEES

- Working in such organisations requires that employees correctly anticipate what is expected of them from the power holders and perform accordingly. If managers get this culture right, it can result in a happy, satisfied organisation that in turn can breed quite intense commitment to corporate goals. Anticipating wrongly can lead to intense dissatisfaction and sometimes lead to a high labour turnover as well as a general lack of effort and enthusiasm.





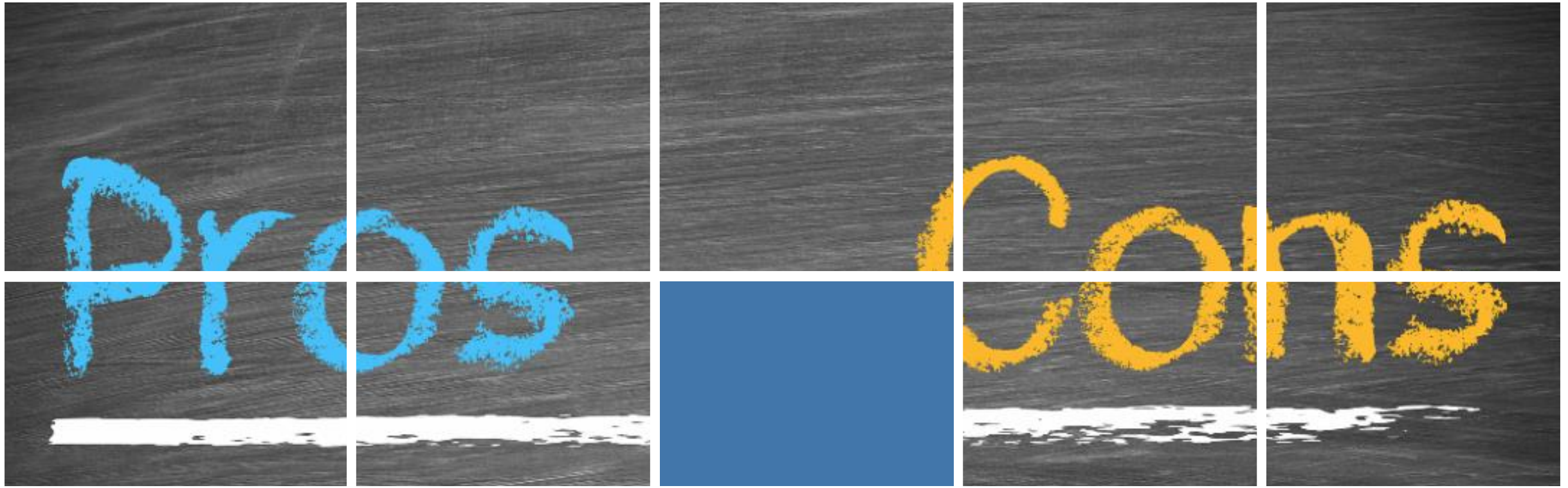
ROLE CULTURE



ROLE CULTURE

- The role culture can be illustrated as a building supported by columns and beams: each column and beam has a specific role to playing keeping up the building; individuals are role occupants, but the role continues even if the individual leaves.
- All employees in this type of organisational culture is delegated specific tasks and responsibilities.
- The culture considers employees specialization, educational qualification and interest.
- All individuals must take account for their own work and tasks assigned.
- Power comes with responsibility in this work culture.

(Nicotera, Clinkscales and Walker, 2003)

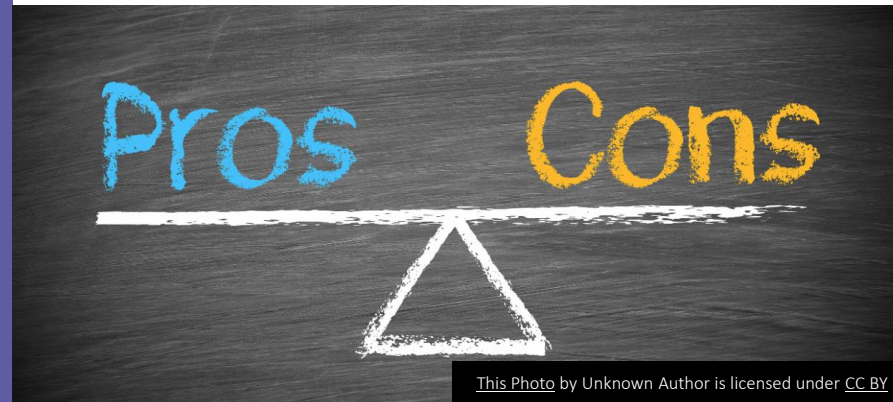


**WHAT DO YOU THINK ARE SOME
OF THE PROS AND CONS OF THE
ROLE CULTURE?**

PROS AND CONS OF ROLE CULTURE

- PROS

- Productivity will be high due to people of specialization being hired.
- Clear authority and responsibilities are present to reduce conflict.



- CONS

- Decision-making is slower.
- People are expected to perform at a higher standard, which may cause demotivation.
- There is limited room to express talent and abilities.

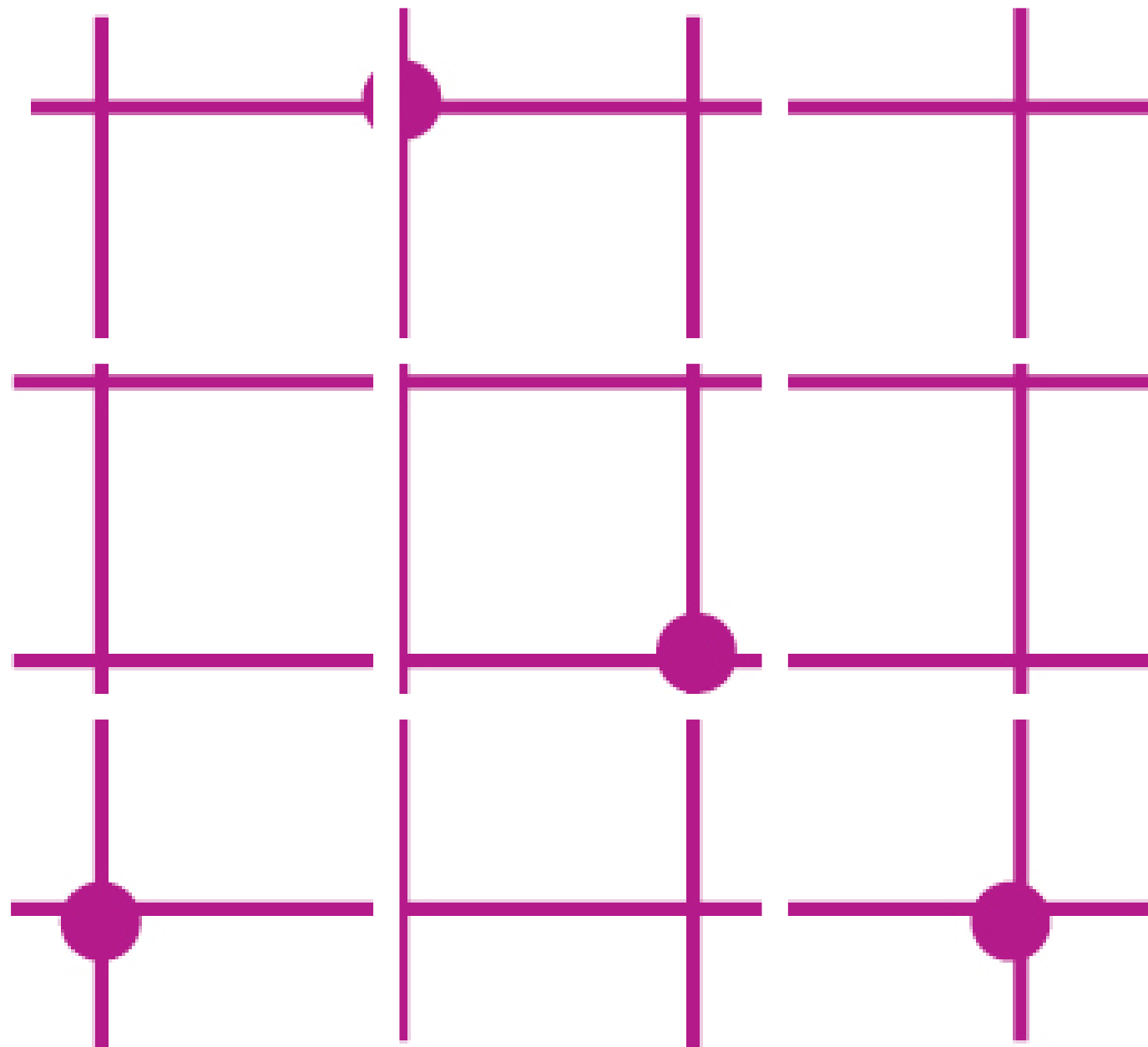
HOW ROLE CULTURE AFFECTS EMPLOYEES

- For employees, the role culture offers security and the opportunity to acquire specialist expertise; performance up to a required standard is rewarded on the appropriate pay scale, and possibly by promotion within the functional area. However, this culture is frustrating for ambitious people who are power orientated, want control over their work or are more interested in results than method. Such people will be content in this culture only as senior managers. The importance of role culture is that it suggests that bureaucracy itself is not culture-free.





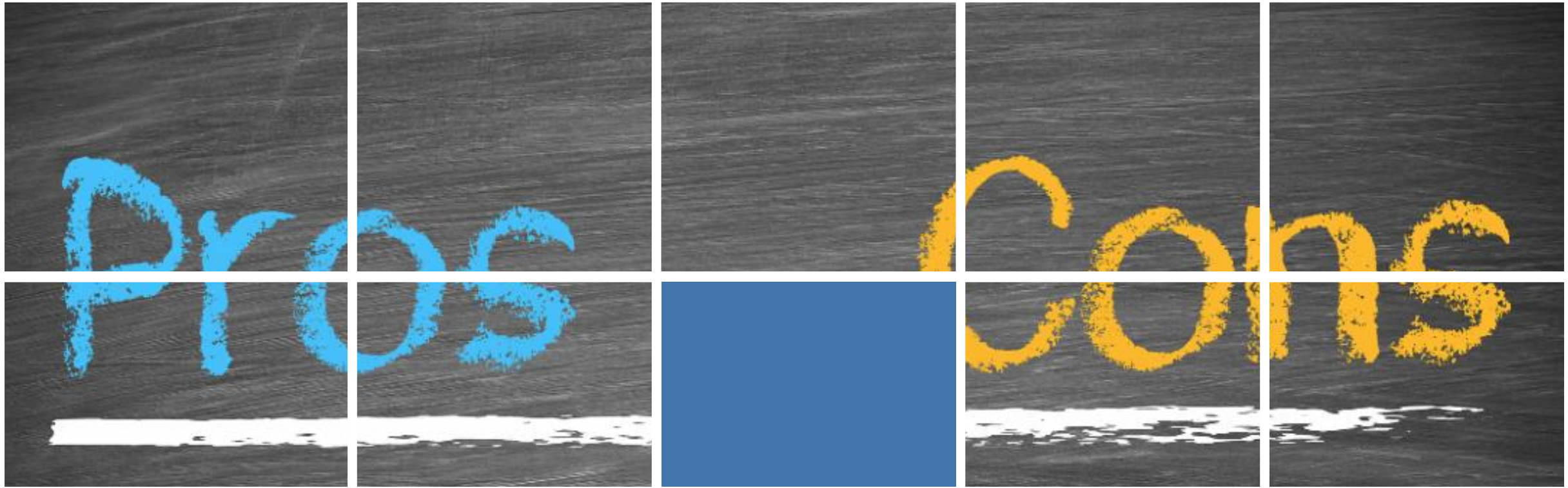
TASK CULTURE



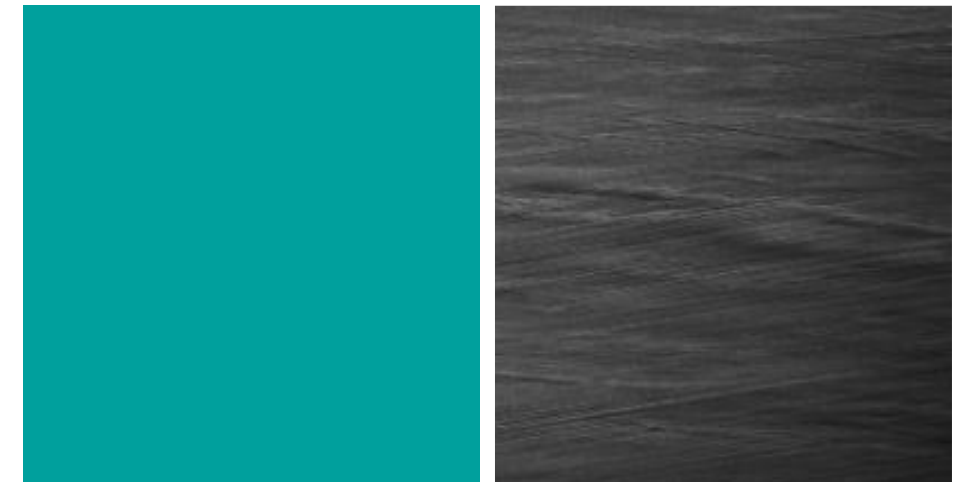
TASK CULTURE

- This type of culture supports the formation of groups or teams to achieve tasks or solve critical issues to achieve company goals.
- Usually job or project oriented.
- Task cultures are often associated with organisations that adopt matrix or project-based structural designs.
- Some power lies in the leader of the teams, who are pressured to produce results.

(Nicotera, Clinkscales and Walker, 2003)



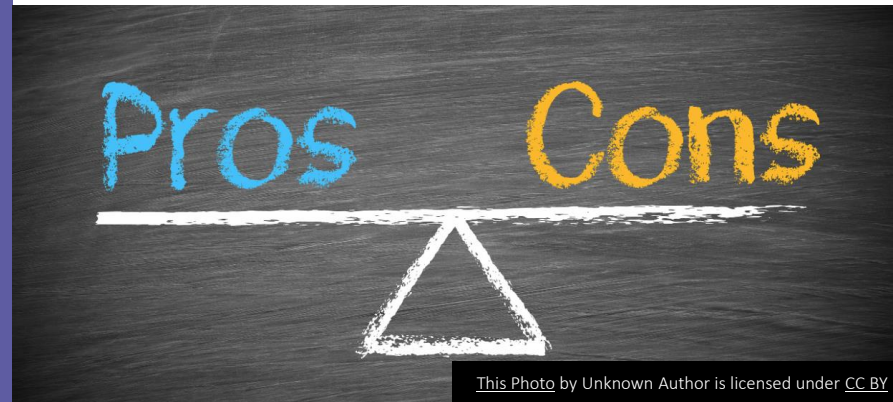
**WHAT DO YOU THINK ARE SOME
OF THE PROS AND CONS OF THE
TASK CULTURE?**



PROS AND CONS OF TASK CULTURE

- PROS

- Emphasis is placed on getting the job done.
- Working in teams brings creative ideas.
- The job gets done quicker.
- Team effort and results takes precedence over individual performance which boost motivation



- CONS

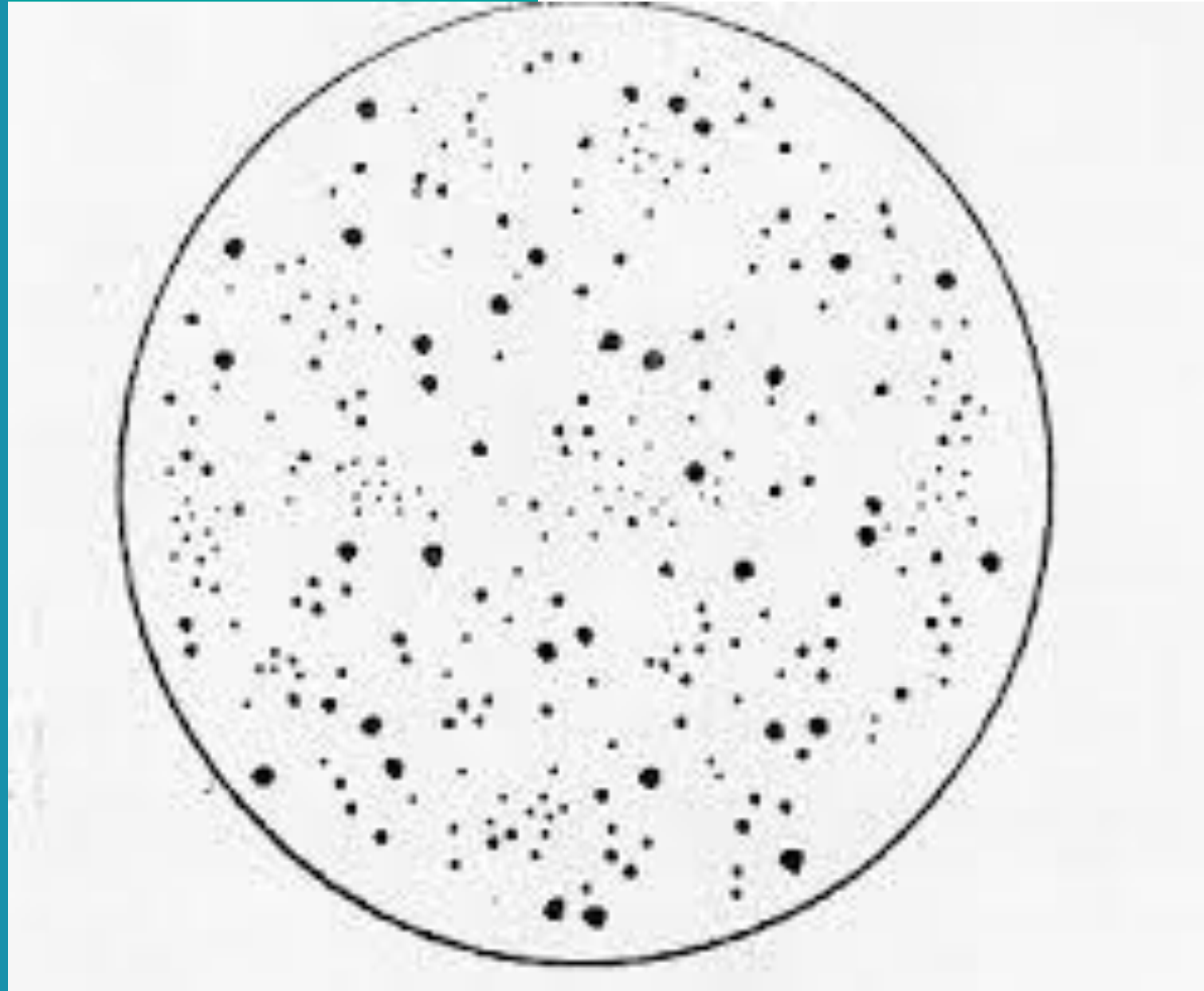
- Control is difficult.
- Arguments resulting from differential ideas.
- Conflict because some ideas are considered over others which may lead to team disruption.

HOW TASK CULTURE AFFECTS EMPLOYEES

- Develops individuals as each person in a team will learn from each other.
- Employees may become motivated as they see work getting done faster by working in teams.
- Employees will feel more motivated to show up at work as this culture is built on team-work and less office politics.



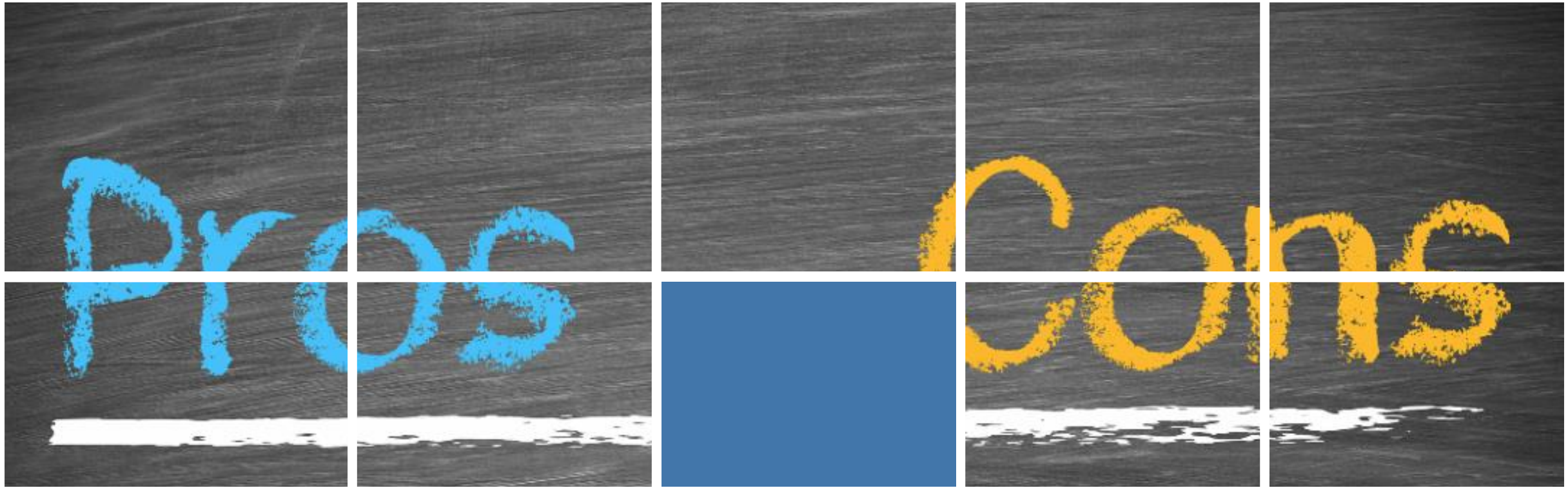
PERSON CULTURE



PERSON CULTURE

- Individuals are more concerned about themselves than the organisation itself.
- Not many organisations exist with kind of culture as the business eventually collapses.
- Individuals are motivated by money or their own self interest and often lacks regard for management.
- Employee turnover is high due to lack of employment loyalty.
- Examples include consultants and freelancers.

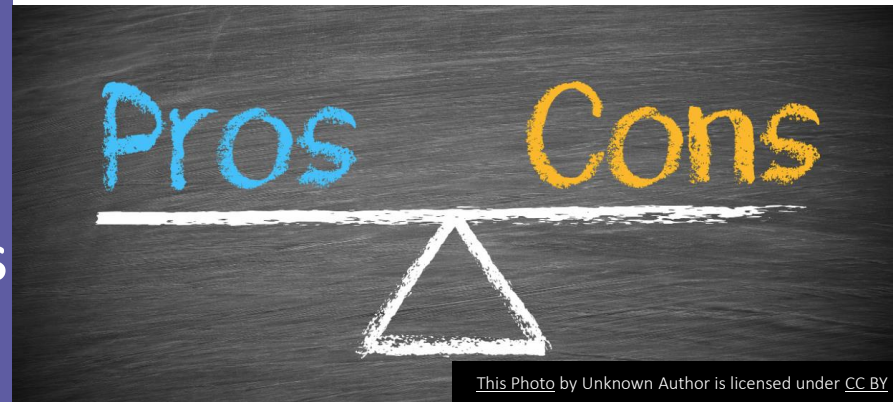
(Nicotera, Clinkscales and Walker, 2003)



**WHAT DO YOU THINK ARE SOME
OF THE PROS AND CONS OF THE
PERSONAL CULTURE?**

PROS AND CONS OF PERSON CULTURE

- PROS
- Suitable for orthodox organisations.
- Specialists in organisations, such as IT technicians in a business organisation, consultants in a hospital, architects in local government and university teachers benefit from the power of their professions.



- CONS
- Employees are hard to manage.
- Business often fails.
- High employee turnover.
- Limited employment relationships

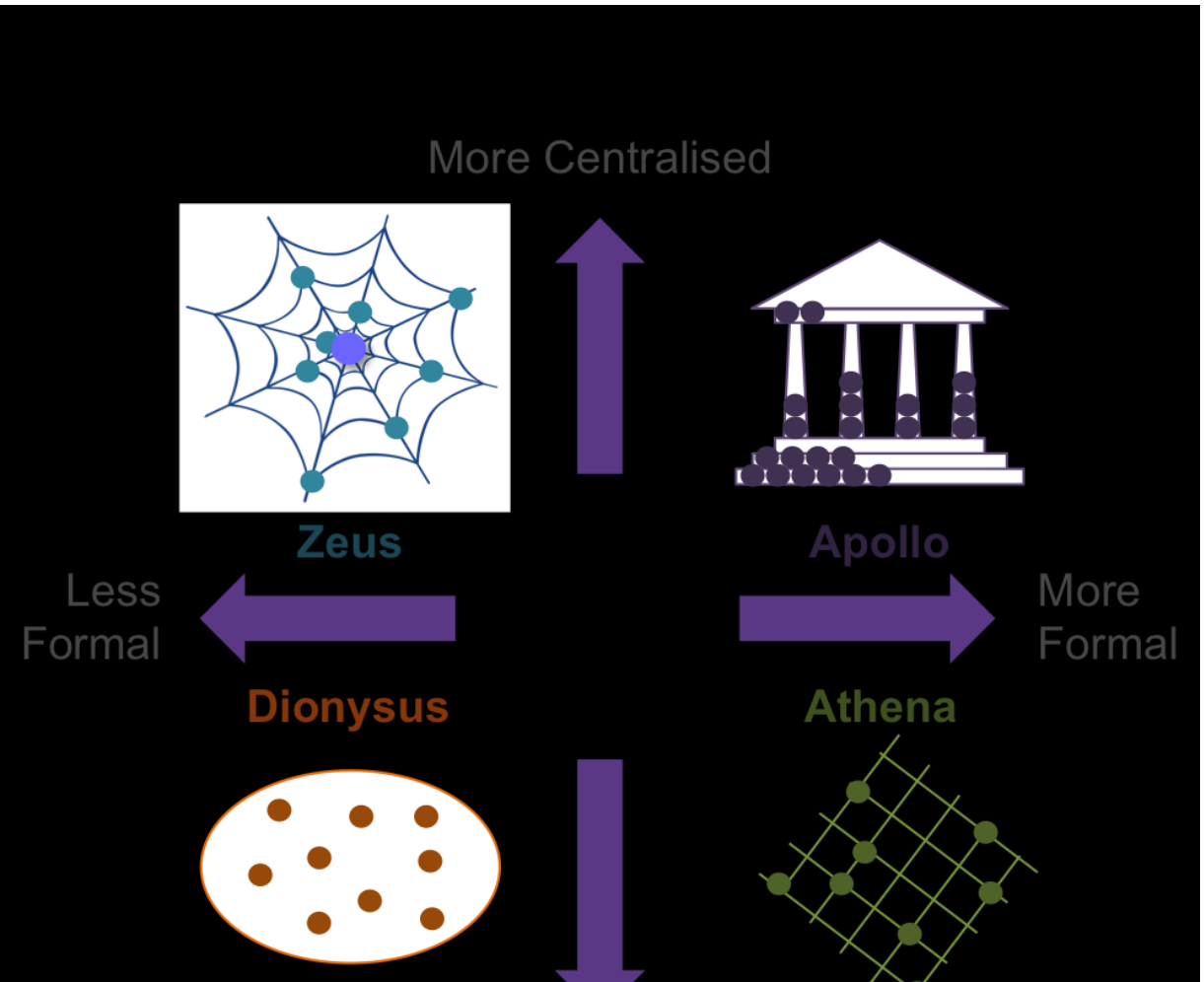
HOW PERSON CULTURE AFFECTS EMPLOYEES

- Employees benefit from having power over their own profession.
- Employees are highly motivated as they operate on self interest only.
- Not easily impressed by personality.



REVIEW OF CHARLES HANDY'S CULTURAL DIMENSIONS THEORY

- Youtube Link:
- <https://www.youtube.com/watch?v=kRlc0W48qYY>



CLASS ACTIVITY ONE (CASE STUDY 1)

- A Conversation with Ron Williams CEO, who arrived to find a corporation (Aetna) in need of change -- having lost \$280 million in the past year. He diagnosed key areas of failure and opportunity in Aetna's vast enterprise. Williams shaped a path to recovery, focusing on a better understanding of Aetna's current customers, from small employers to the largest corporations, and concentrating on the best way of expanding into new markets. To do this, Aetna needed to build products and services suited for those groups, and Williams' strategy involved developing integrated information systems for both employers and consumers, to ensure cost-effective and high-quality health care delivery. Williams repeatedly made the case for this new strategy directly with Aetna's staff. He pressed the issue of values: integrity, employee engagement, excellent service and high-quality healthcare, and implemented employee surveys and biannual performance reviews. Employees were invited to answer whether they believed their supervisors held true to Aetna's values and whether they were proud to be working with the company.

(Patel, 2015)

CLASS ACTIVITY ONE (CASE STUDY 2)

- Zappos has become almost as well known for its culture as it is for the shoes that it sells online. What does that culture look like?
- It starts with a cultural fit interview, which carries half the weight of whether the candidate is hired. New employees are offered \$2,000 to quit after the first week of training if they decide the job isn't for them. Ten core values are instilled in every team member. Employee raises come from workers who pass skills tests and exhibit increased capability, not from office politics. Portions of the budget are dedicated to employee team building and culture promotion.
- Great benefits and a workplace that is fun and dedicated to making customers happy all fit in with the Zappos approach to company culture when you get the company culture right, great customer service and a great brand will happen on its own.

(Patel, 2015)

CLASS ACTIVITY ONE (CASE STUDY 3)

- Warby Parker has been making and selling prescription glasses online since 2010. It designs its own glasses, and sells directly to customers, cutting out the middleman and keeping prices low.
- Company culture at Warby Parker instigates “culture crushes,” and one reason for that level of success is a team dedicated to culture. That team means that a positive culture is on the forefront, setting up fun lunches, events and programs. The company makes sure that there is always an upcoming event so the entire team has something to look forward to, and it uses methods to make sure the entire team works well together by insisting everyone helps keep break areas clean or sending random employees out to lunch together.
- Takeaway: Warby Parker has made company culture deliberate by creating a dedicated team tasked with producing events and programs to promote community. Great company culture doesn’t happen on its own.

(Reiners, 2019)

CLASS ACTIVITY ONE (CASE STUDY 4)

- Dr. Khan is his own boss and completes work at his own pace, without being told what to do. He operates a private medical practice with select days and preferential hours. He has complete control and there isn't anyone above him that delegates commands. Even though Dr. Khan works for the hospital, he doesn't have a manager or a boss telling him what to do throughout his shift. Dr. Khan is the central focus because without him there will be nobody to help treat and cure ill or injured patients.

(Reiners, 2019)

CLASS ACTIVITY ONE (CASE STUDY 5)

- Each member of staff in Waitrose Supermarket has a specific job role such as shelf filler or till operator and this role will be given by a person higher up in the hierarchy, e.g. a manager and so delegates the work downwards. Each job role is assigned at the beginning of employment and everyone is responsible for achieving their specific tasks.

(Zacharias, 2019)



THE IMPORTANCE OF CULTURAL- DIFFERENCE AWARENESS



CULTURAL DIVERSITY IN THE WORKPLACE

- Different practices, values, traditions, or beliefs of employees based on race, age, ethnicity, religion, or gender shape Cultural Diversity.

(Belyh, 2015)



THE IMPORTANCE OF CULTURAL-DIFFERENCE AWARENESS

- More companies are becoming global which stretches cultural borders.
- Talent is being hired from various countries to sustain globalization in businesses.
- Clear communication to avoid misunderstandings
- Understand and learn from differences.
- Celebrate cultural diversities in the workplace.

(Belyh, 2015)

FACTORS CONTRIBUTING TO CULTURAL DIVERSITY



- Education – There can be tension between employees who have undertaken the academic route to employment and those whose experience is of a vocational nature. This cultural difference could result in a conflict where it's disputed whether practical or theoretical experience will help the company achieve maximum growth.
- Ethnicity – This type of cultural diversity at work can be apparent when there are language barriers or a difference in how business is carried out. Some companies have specialist ethnic groups that make up the bulk of the organization.

(Belyh, 2015)

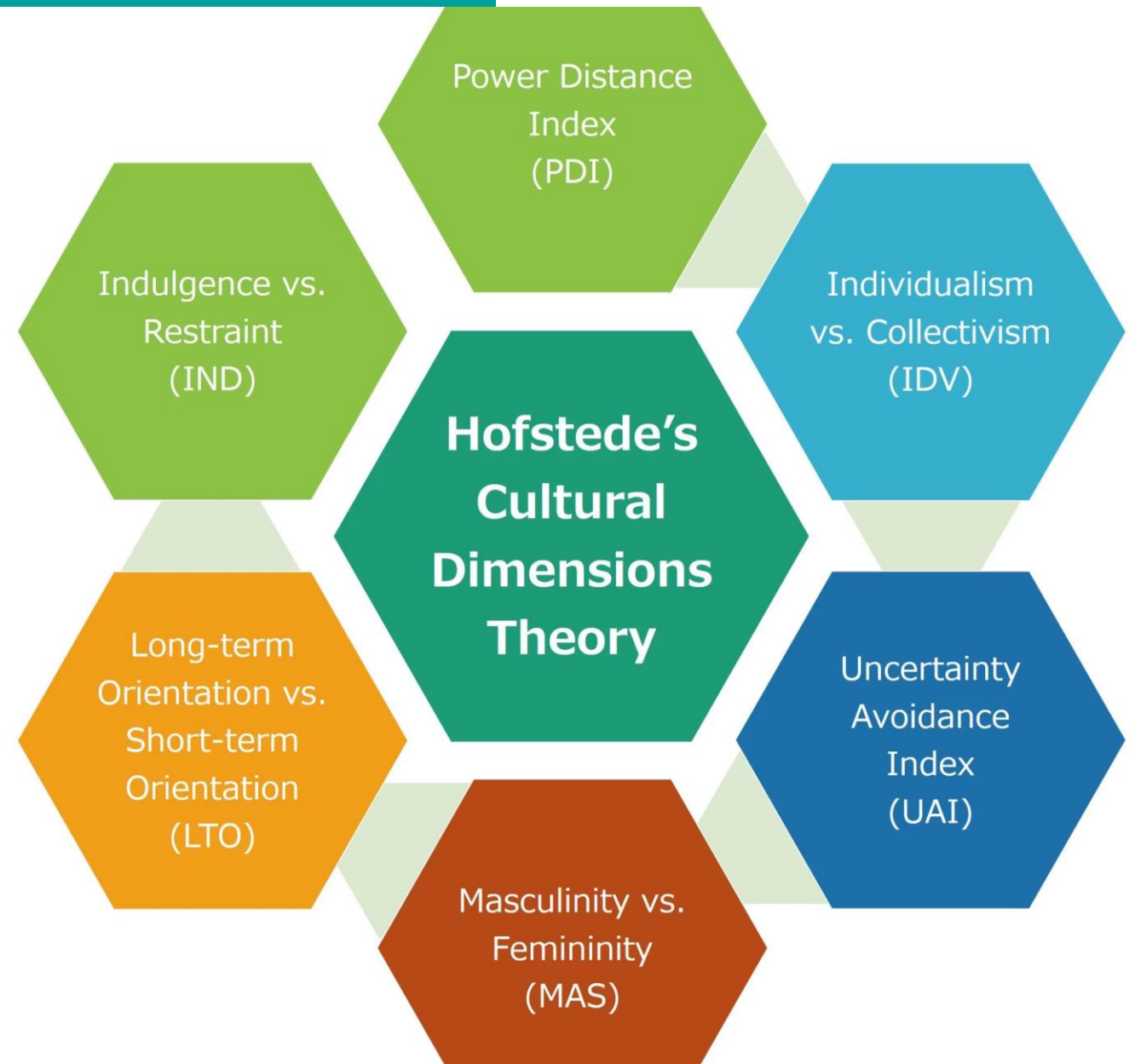
FACTORS CONTRIBUTING TO CULTURAL DIVERSITY



- Religion – Various religious beliefs are often brought up in the workplace. This may include clothing, dietary requirements and requesting special days off.
- Generations – Generation X, Millennials, and Traditionalists are some of the different generations that make up a diverse workforce. This type of diversity is characterized by differences in how work is viewed. For example, millennials are known for seeking flexibility in their work and doing jobs that align with their personal values.

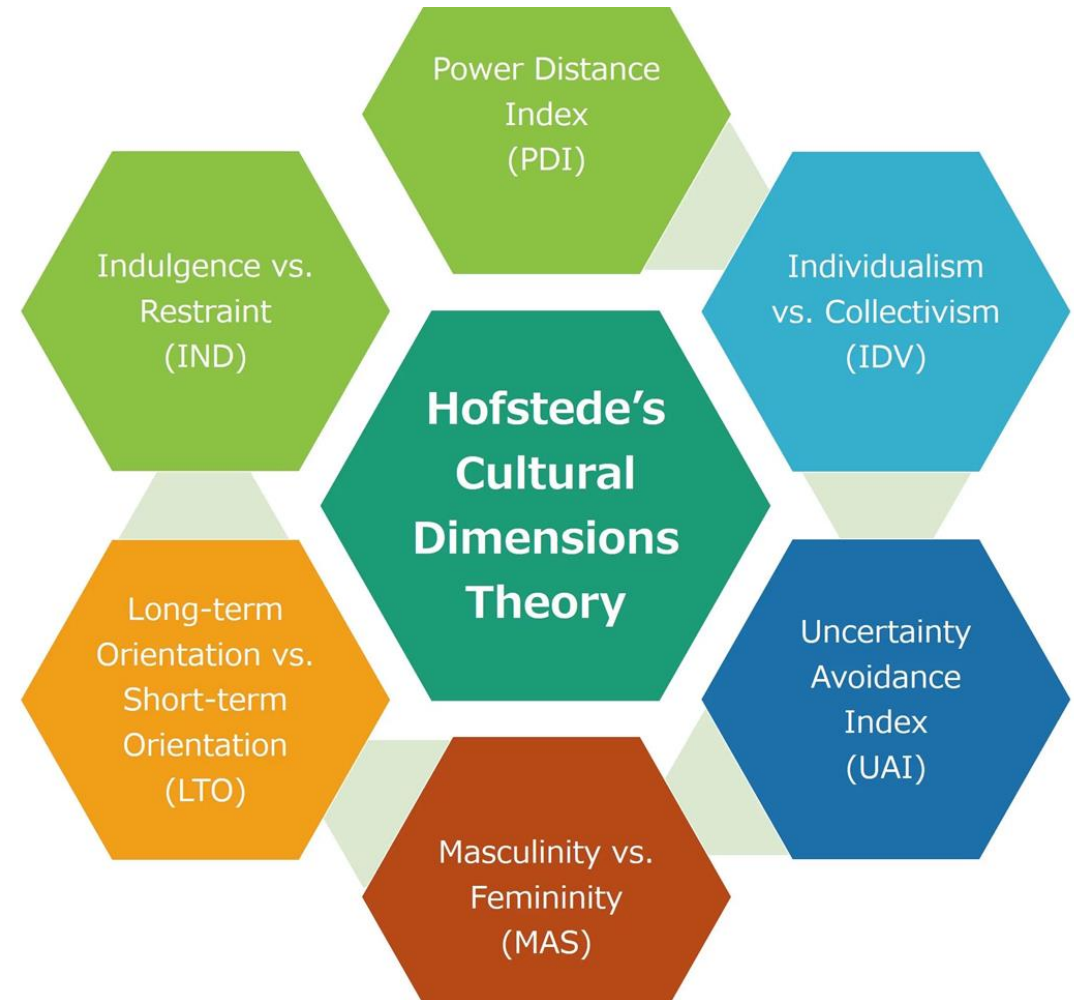
(Belyh, 2015)

HOFTEDDE'S DIMENSION OF CULTURE THEORY



REVIEW OF CHARLES HANDY'S CULTURAL DIMENSIONS THEORY

- YouTube Link:
- <https://www.youtube.com/watch?v=Fwa1tkH7LEI>





POWER DISTANCE INDEX



POWER DISTANCE

- The value that is attached to power is called power distance. This Explains the extent to which members of a society accept that power is unequally distributed.
 - In society there is a general acceptance that some people should have more power than others.
 - People are classified as different based on their level of power.
 - Power distance has more to do with the perception of power rather than the amount of power one holds within an organization.
-
- Example: There are two co-workers namely Patricia and Simon who have the very same boss whose name is Bonker. Patricia has a high level of respect for Bonker because she accepts that he is in control of most of the decision-making process (high power distance). On the other hand, Simon may have a low respect for the very same boss because he questions and challenges all the decisions that Bonker will make in the organization (low power distance).

(Belyh, 2015)



MASCULINITY VS FEMININITY



MASCULINITY VS FEMININITY

- This refers to the extent to which there is an effect of differences in male and female values on the culture of the organization.
- In traditional society's there is a general overlap between the role of men and women in our society. Men are now increasingly working in occupations that are traditionally female.
- Competition and aggression are more typically associated with the role of men. The role of women, however, is usually compared to being loving and caring.

(Belyh, 2015)

MASCULINITY VS FEMININITY

Example 1

Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision-making process of the organization.

Example 2

Male employees would be more aggressive as compared to the females who would be more caring and softer hearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling's.

(Belyh, 2015)



INDIVIDUALISM VS COLLECTIVISM



INDIVIDUALISM VS COLLECTIVISM

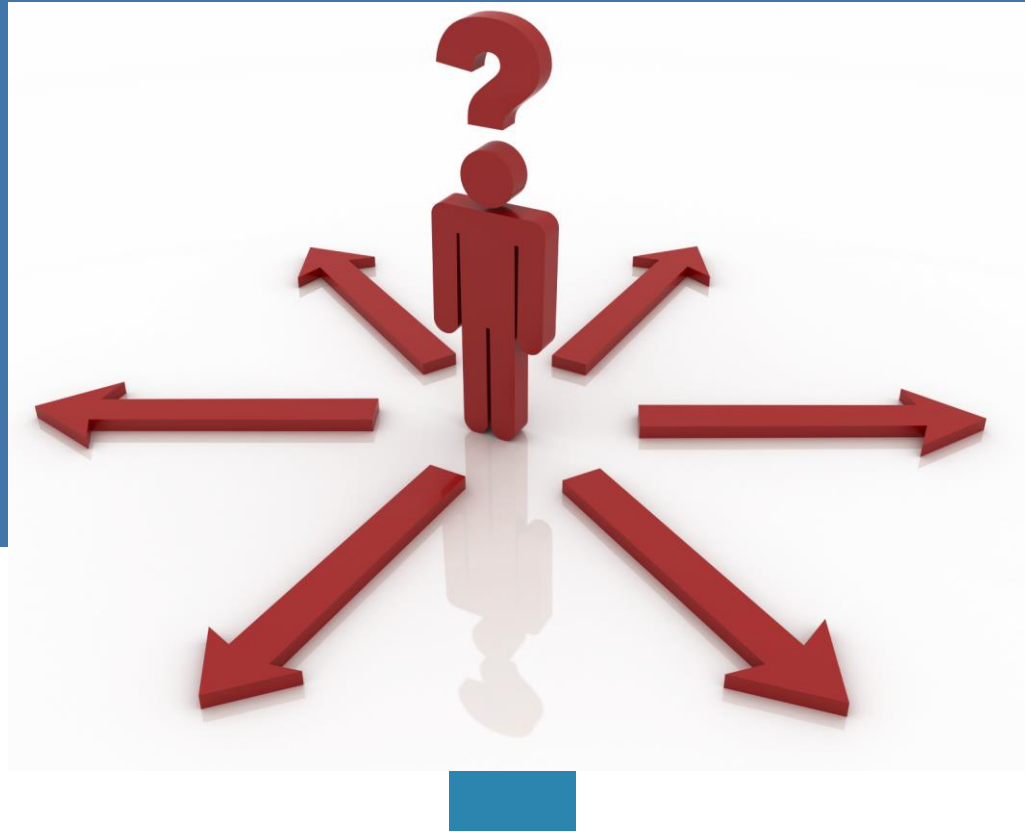
Individualism

- The belief that individuals are expected to take care for themselves and their immediate families.
- Certain organizations follow a culture where individuals do not believe in working as a single unit and prefer working individually.

Collectivism

- This is the opposite of individualism, where there is a tightly knit framework of individuals working together to achieve a goal.
- There are some organizations which strongly rely on team-work with common interests to achieve common goals.
- There is a strong belief system that people must share and exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

(Belyh, 2015)



UNCERTAINTY AVOIDANCE INDEX

UNCERTAINTY AVOIDANCE INDEX

- Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations.
- Organizations try hard to avoid such situations and prepare the employees to adjust well in all conditions. The extent to which members of a society deal with uncertainty.

(Belyh, 2015)



LONG TERM ORIENTATION VS SHORT TERM ORIENTATION



LONG TERM ORIENTATION VS SHORT TERM ORIENTATION

- There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives.
- On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on, in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.

(Belyh, 2015)



INDULGENCE VS RESTRAINT



INDULGENCE VS RESTRAINT

- This revolves around the degree to which societies can exercise control over their impulses and desires.
- The dimension of indulgence vs. restraint focuses on happiness. A society that practices indulgence makes room for the comparatively free gratification of natural and basic human drives pertaining to indulging in fun and enjoying life. The quality of restraint describes a society that holds back need gratification and tries to control it through stringent social norms.

(Belyh, 2015)

CLASS ACTIVITY TWO (APPLICATION)

- POWER DISTANCE
- MASCULINITY VS FEMININITY
- INDIVIDUALISM VS COLLECTIVISM
- UNCERTAINTY AVOIDANCE INDEX
- LONG-TERM ORIENTATION VS SHORT-TERM ORIENTATION
- INDULGENCE VS RESTRAINT

SYSTEMS THEORY

- What is a system?
- This is a collection of parts that are integrated to achieve an overall goal. Systems has an input, processes output and an outcome that all are unified to make up a system .
- The organization is a system that is made up of different parts all of which serve to work together for a common goal.

(Stitchweh, n.d.)



SYSTEMS THEORY

- Systems Theory has brought a new perspective for managers to interpret patterns and events in their organizations.
- In the past, managers usually focused on one organisational pattern. Then they moved all attention to another part.
- The problem was that an organization could not function without departmental relationships.
- However, some departments work better by themselves than with others.

(Stitchweh, n.d.)

SYSTEMS THEORY

- More managers are recognizing the various parts of the organization, and the interrelations of the parts, e.g., the coordination of central offices with other departments, engineering with manufacturing, supervisors with workers, etc. Managers now focus more attention on matters of ongoing organization and feedback. Managers now diagnose problems, not by examining what appear to be separate pieces of the organization, but by recognizing larger patterns of interactions. Managers maintain perspective by focusing on the outcomes they want from their organizations. Now managers focus on structures that provoke behaviours that determine events rather than reacting to events as was always done in the past.

(Stitchweh, n.d.)

NETOWRK THEORY

- This describes how elements in a network interact.
- The nodes in a network represent the persons that make up the organization who are connected by the relationships that they hold.
- Network theory is broken up as follows- reciprocity, the degree with which people do similar tasks for one another.
- Exchange, the degree with which people perform different tasks for one another. • similarity, the degree of similarity between the nodes of the group.

(Oh and Monge, 2015)



HOW GLOBALIZATION AFFECTS CULTURE

- YouTube Link:
- <https://www.youtube.com/watch?v=483ZYpoVFCo>
- <https://www.youtube.com/watch?v=n1kOMPFRsE>





The Influence of Power and Politics



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