

## REVIEW OF ORGANIZATIONAL BEHAVIOUR IN INDUSTRIES

**R. JAYADURGA<sup>1</sup>, P. M. ASWINI<sup>2</sup> & K. PARTHASARATHY<sup>3</sup>**

<sup>1</sup>Research Scholar, Department of Lifelong Learning, Khajamalai Campus, Bharathidasan University,  
Tiruchirappalli, Tamil Nadu, India

<sup>2</sup>Research Scholar, Department of Management Studies, CEG Campus, Anna University, Chennai  
Tamil Nadu, India

<sup>3</sup>Senior Professor and Head, Department of Lifelong Learning, Khajamalai Campus, Bharathidasan University,  
Tiruchirappalli, Tamil Nadu, India

### ABSTRACT

In the past decades there has been tremendous development in the field of Organizational Development (OB) under Human Resource Management (HRM) in industries worldwide. The focus of literature presented in this paper about organizational Behavior shows the group of employees and individuals working in Indian and foreign industries. Main purpose of this paper is to study and provide detailed information about the organizational Behaviour of the industries by collecting various literature works of authors in the field of organizational Behaviour. The review shows their performance, behavior, empathy, self-development, social skills, satisfaction level, etc., Dimensions like organizational development and emotional intelligence of employees are focused as the main aspects of employees working in industries. Personal profile of employees like age, gender, educational qualification, salary and experience are also discussed in the review. For the review purposes, the authors have referred related books, research reports, magazines, journals and unpublished research theses at the national and international level in the field of HRM in general and organizational Behaviour in particular. The consolidated reviews are presented in the paper. This paper may be useful for the HR practitioners and scholars in the field of HRM.

**KEYWORDS:** Organizational Development, Emotional Intelligence, Organizational Behavior

### INTRODUCTION

The field of Organizational Behaviour (OB) deals with group of employees or individual working in organizations. Also it deals with the way of employee manage their workplace, handling the situations around them, their self-awareness, other roles they experiencing their respective organizations. OB is a challenging field under Human Resource Management (HRM). HRM practitioners, research scholars and professionals should understand the differences between credentials of the employee working an organization, his or her social profiles, and their behaviour regarding their workplace. The top management should understand their employees' roles and behaviour, try to predict their behaviour, emotions and manage them with passion which leads to the development of their organization. The paper also relates with other dimensions like Emotional Intelligence (EI) and Organizational Development of (OD) of individuals as well as team of employees in organizations.

This paper presents with some of the major review that commencing the roles and behaviour of employees in industries participated now-a-days in the competitive economy in India as well as abroad.

## Organizational Behaviour

OB is a study on team and the individuals performing and processing within their organization. It depends upon from largest multinational companies, firms and other industries to smallest industries or non-profit organizations. The knowledge of observing the behaviour, performance and emotions of employees by the top and middle management of organization, will helps their organization or firm in a very effective manner to achieve the organizational goals which also motivating the employees to improve themselves.

There is a strong relationship between emotional intelligence and organizational development under OB. Stefan Ivanko,(2012), explained in his collected and edited paper Organizational Behaviour, as OB is a skill of learning people behaviour in and outside the organization resulting in identifying their behaviour, emotions, skills, their relationship between the management and their impact on developing the organizational goals. Cummings and Worle, (1997), described OD as an application of systematical knowledge of people behaviour that reinforcing the organizational process, its structure and effectiveness by improving the process and outcome of organization. Daniel Goleman, (1995), explored about EI as it is an art of managing, knowing, understanding and perceiving the emotions of one's own and others' in their workplace. He also add that if EI exists in one organization, it leads to professionalism and tremendous improvement in OD and financial growth.

## LITERATURE REVIEW

The author has collected various literatures from past decade in the field of OB and its related topics. The reviews deals with the relationship of OB with its related fields like EI and OD and their sub dimensions like self-management, self-awareness, empathy, job satisfaction, social skills and so on. The authors have reviewed some of the literatures of OB in different firms and organizations. The authors have also collected the literatures from the related field of EI and OD of various firms and organizations to explore the skills, roles and emotions of employees in organization and the way of improving the organizational development in the competitive global world.

**Abdullah Elhamaly Imhmed Alii and et al., (2014)**, Conducted a research to improve the performance and satisfaction level of employees in hospitals and health care institutes in developed countries like Libya. They explained to rectify the obstacles present in the development of their institutions by level of satisfaction in their employment with the help of their respective Human Resource Management (HRM).In these developing countries employees in health care institutes and hospitals facing many problems in getting less incentives and salary, poor focus of top management on operation level employees, ineffective development on HRM and medical services, and so on. Hence these employees need more focus of top management and their HRM department to improve their performance and satisfaction level to develop their organization.

**Schutte Nicola S., and et al., (2014)**, Explained in their research that employees in organizations should manage their own emotions and others resulting in understanding together, perceiving others' feelings, utilizing the resources provided and so on. The researchers found that the inter and intra personal factors like job performance, satisfaction level in organizational relationship, their physical and mental health which are associated with improving EI in organizations. Researchers suggests about the training on EI and other intelligence skills in organization increases the positive outcome and improvise the OD. EI training given to the employees may improvise their emotional level, mental health, empathy, job performance and level of social relationship and skills in teams and individuals of the company.

**Sangya Dash, and Rabindra Kumar Pradhan, (2014)**, Explained about their research that, managers must pay adequate attention on employees' behaviour to increase the effectiveness and performance level in organization. Organizational Citizenship Behaviour increasing the employee satisfaction level, retention and also positively influencing the OD of the company. Managers should focus on the positive as well as negative side of the organization improvising the areas like HR and engagement of employees for promoting the OB in their organization, helps the managers to empathize the emotions of employees.

**Manouchehr Jofreh, (2013)**, Explained in his research that, expression of feelings may influence the behaviour and intelligence of individual in organizations. Some organizations are unpredictable and rigid in nature due to competitive working environment, these organizations facing many challenges in maintain customer relationship, motivating their employees and developing interpersonal skills. They explained the way of managing the emotions and intuiting the employees to develop an emotionally intelligent organization as well as employees. Based on EI capabilities it is clear to improvise and evaluate the organizational process and functions. Hence EI plays a major role in employees' work life, OD, managing relationship, self management, effectiveness, self awareness and social awareness

**Heidarzadeh Hanzaee, K. and Mirvaisi, M., (2013)**, Investigated the performance, satisfaction level in job and Organizational Citizenship Behaviour (OCB) of employees from highly customer oriented hotel industry. The researchers confirmed the relationship between employees' performance and OCB. Here dimensions like relationship management, self awareness, social awareness and self management are categorized under EI. The EI dimensions helps the employees to control and understanding emotions which inducing to a positive behaviour in organization. EI plays a crucial role in employees lead to deliver a high productivity by improving their empathy, innovation, managing relations and performance financially. Employees in hotel industry should be able to balance their emotions which helps them to rectify the conflicts between them. They need proper counseling with the help of psychologists, then only they will serve more energetic in career.

**Kamal Ghalandari and et al., (2012)**, Investigated in their research that to improvise the economical level and OD of the organization, roles and emotions of the employees are considered as important aspects in customer oriented organizations to influence the development in organization and economical level. Hence service providing organizations may easily identifying the emotions of workers by providing them with quality services and enriched facilities in organizations which helps in achieving their targets to the customers. In addition to this it increases the employees' spirit of work and effectiveness creating a healthy competition between them. Employees from service sectors should adopt the way of understanding others' emotions leads in rectifying unwanted negative issues, which helps them in organizational effectiveness and development.

**Kaifi Belal A., and Noori Selaiman A., (2011)**, Have conducted a study on about 200 managers of both male and female managers in an organization. According the researchers contribution of female employees shows more outcomes on teams than male employees. The teamwork of employees affecting their success in many ways in their workplace. The researchers also concludes that the teamwork of managers affects their performance by their synergy and cohesiveness. Hence the teamwork of employees in organization affects their career and interacting with other employee in the workplace so they should improve their social skills and performance in their workplace

**James Justine K., and et al., (2010)**, Found out that, OB is significantly related with EI, by improving their EI individuals and teams can easily improve their interpersonal relationship with their organization which leads to increase the

development of their working environment. Hence EI shows a positive outcome in workplace. Top management people should update the informations about their organization as well as employees and make the employees to attend meetings without fail to guide them appropriately, leads the middle management employee shows loyalty to top management. Hence there is a positive correlation between Organizational citizenship Behaviour and EI in ROOTS Industries, Coimbatore

**Benson John D., (2009)**, Described that, EI plays a contemporary role in leadership in organizational development tends to transformation of behaviours in top management leaders. Adoption of EI in developed departments of organization results in tremendous changes in leadership because EI is a good predictor of employees' behaviour and emotions in workplace. Focused attention on OB fills the gap of leadership and organizational knowledge.

**Bushe Gervase R., and Marshak Robert J.,(2009)**, In their research identified that, practicing OD in organizations analyzed periodically to give genuine identification of employees. Increased knowledge of OD helps in organizational research, learning and practice. New practices on OD, like Dialogic OD and Diagnostic OD plays vital role in industries. It differs from dominant organization to public sector organization. Most of the Large Scale and Small Scale Industries practicing these new practices to improves firm productivity and employee self awareness.

**Bakker1 Arnold B., and Schaufeli Wilmar B.,(2008)**, Explained in their study with the help of 16 teams of researchers and 1000 tutors from colleges in Dutch that, Positive Organizational Behaviour (POB) is an effective method to get positive behaviour, development, healthy mental state in organization. They argued that POB added with the values of organization that contributing employees' engagement which vanishes the negative outlook to enrich the strength of Human Resources (HR) with them. It also activating the organizational process, interpersonal management, performance and positive organizational setup. They conclude that to fulfil the emotional- demand, mental- demand and job- load high attention should be paid on employees' psychological perspective and to their EI by collecting their emotional feedback every month.

**Bernard Burnes and Rachael Pope, (2007)**, Collected the evidence about the bad behaviours of employees and their causes in organizations. According to them there is an aggressed level of effect experienced by the public sector industries that the private sector industries and there is a high frequency in their behaviour in negative level. There were many causes that bullying the employees in organizations and these harming the employees mentally and socially by nature. Hence top management is in need to rectify the negative behaviour of workers to lessen the negative effect and aggression, by improving the nature of their workplace to avoid their unsocial behaviour.

**Kondalkar, V.G., (2007)**, In his book explained that, biographical characteristics like age, gender, religion and marital status of individuals working in organizations specially inheriting the working atmosphere. According to him EI is considered as the boon of organizations for evaluating the performance, behaviour and perceiving skills of their employees which is strongly covered with the EI competency model like relationship management, self-management, social awareness and self-awareness. Through perceiving skills an employee can learn personal factors like perceptions, values, attitude, personality, tenure, risk taking, and self monitoring, it increases the satisfaction level of employees and the development of the organization, environmental factor of the firm and so on.

**Daus Catherine S., and Ashkanasy Neal M., (2005)**, Described in their study that, EI plays an important role in OB. Sometimes there may be arise with problems like EI was dominated by consultants who are all worked as

academicians in their past, they are using EI measurement which are unstable to the organizations, because these psychometrical instruments flawed the real values of EI and weakens the value of organizations. The future researchers and practitioners should construct their questionnaire with the help of all the possible dimensions of EI like social skills, self management, empathy, job satisfaction and so on. Then only the researchers in future can easily analyses the employees to find valid results.

**McLean Gary N.,(2005)**, Described in his book that, OD is an exact response to the organizational change, values, attitudes, organizational structure, newly updated technologies and employability educational strategies. These are all the major components of organizational culture too. OD helps in developing and processing and enhancing the long term development of OB, not only benefiting the welfare of organization but also enhancing the financial growth, outcome from individuals and teams to the whole sectors present in the country.

### **Significance of this Paper**

- The present study will give significant advantage to the organization regarding the employees behaviour and performance
- The present study Combined with the influence of psychological construct like motivation level in job, EI, job involvement and so on.
- The study will help to boost up the performance of employees in organization by analyzing themselves and to improve their performance in organizations.
- It is believed that this study may positively contribute the effectiveness of performance and development in organization and will keep up a fruitful relationship between employees and management.

### **Future Organizational Research and Framework**

After completing the detailed literature review and practicing the theories, the authors have predicted some of the dimensions and informations about the field of OB and its brief sub concepts namely EI and OD. By analyzing the literatures propounded by researchers from various countries, the authors of this paper had finalized some important dimensions namely self motivation, social awareness, self management, self awareness, empathy, job involvement and relationship management

### **CONCLUSIONS**

After a brief content analysis from various literatures, the researchers concludes that, OD and EI and their seven sub dimensions like self motivation, social awareness, self management, self awareness, empathy, job involvement and relationship management are used to analyses the level of empathy and job involvement in employees for the future research work. It helps in successful development of top and middle management employees in companies situated in urbanized workforce. It helps the authors to find the critical factors affecting the employees in their workplace and helps the top management to perceive their employees' emotions by providing EI training and maintaining their relationship. Based on the studies our Indian Industries are lacking in providing EI training to the employees, so the top management are in an emergent position to pay more involvement in their employees' emotional health to develop their organizational behaviour including public sectors, private sectors, health care organizations, country's defense department and service providing organizations like colleges, universities, schools, etc.,

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