

MANAGEMENT AND THE CHALLENGES OF ORGANIZATIONAL BEHAVIOUR IN THE 21ST CENTURY

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ABSTRACT

There are few things that affect human lives as much as organizations. We focus on organizations for education, employment, food, clothing, housing, health, wealth, entertainment, travel and more. They touch every aspect of human life, from birth to death. But most of us have an informal attitude towards organizations. We recognize their importance if they do not deliver us their goods and services. In the current competitive environment, organizations need to reorient themselves to face new challenges. Organizational Behavior (O.B) plays a crucial role in this era of superior technological progress and great uncertainty. Most people are born and learned in organizations and acquire most of the physical properties of organizations and die as members of organizations. Human activities are organized by the different organizations that make up our governments. Most adults spend most of their lives working in organizations. As organizations influence our lives, we have every reason to be concerned about how and why these organizations exist. This study examines the importance, components and role of management in today's changing global environment, environmental issues and new challenges in organizational behavior.

Keywords: Organization, organizational behavior, organizational components, organizational challenges, management in the 21st Century

Introduction

An organization is a social entity that has a collective goal and is linked to an external environment. An organization combines science and technology, people and humanity (Suja, 2011). Unless there are qualified people to design and implement, techniques alone will not produce desirable results (James Freeman & Dawel, 2000). The role of human resource is of great importance to perform the work effectively and efficiently. Organizations can be of various kinds' government or non-governmental organizations, international organizations, partnerships, co-operations, charities, universities and many more. The study of Organizational behavior is very interesting and challenging. It is related to individuals or group of people working together in teams (Olaniyan & Ojo, 2008). The study becomes more challenging when situational factors interact. The study of organizational behavior relates to the expected behavior of an individual in the organization (Govindaraja & Natarajan 2005). Organizations play important roles because it allows people to jointly increase specializations and division of labour. Use large scale technology, manage the external environment, economize on transaction costs, and exert power and control all of which increase the value the organization can create. (Aswathappa, 2012).

Organizational behavior is a field of study that investigates the impact that individuals, groups and structures have on behavior within an organization for the purpose of applying such knowledge towards improving an organization's effectiveness. Organizational Behavior is concerned with the study of human behavior at work. In other words, organizational behavior is the study and application of knowledge about how people as individuals and as groups behave or act in organizations (Khanka, 2013). Organizational

Behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness. Organizational Behavior is a study and application of knowledge how people act or behave within organization. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations such as business, government, schools and service organizations (Suja, 2011). According to the definitions, Organization Behavior is concerned with the study of how and what people act in organizations and also how their acts affect the performance of the organization. It also applies the knowledge gained about individuals, groups and the effect of structure on human behavior in order to make organizations work more effectively (Khanka, 2013).

In addition, it is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations, such as business, government, schools and services organizations. It covers three determinants of behavior in organizations: individuals, groups, and structure. OB is an applied field. It applies the knowledge gained about individuals, and the effect of structure on behavior, in order to make organizations work more efficiently and effectively. OB covers the core topics of motivation, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress (Suja (2011).

Importance of Organizational Behavior

Behaviour is anything that the human being does. Behaviour is a response to stimulation that can be observed, thus, it is any response or reaction of an individual. The basic unit of behaviour is activity. Behaviour provides many helpful insights into understanding the complexities of people's behaviour on the job. Organisational Behaviour is the study and application of knowledge about how people act within organisations. The key elements in an organisation are: people, structure, technology and external environment in which the organisation operates. When people join together in an organisation to accomplish an objective, some kind of structure is required. People also use technology to get the job done. so there is an interaction of people, structure and technology. In addition, these elements are influenced by the external environment, and they influence it.

In the opinion of Yeramyam, (2014) organisational behaviour is an academic discipline concerned with understanding and describing human behaviour in an organisational environment. It seeks to shed light on the whole complex human factor in organisations by identifying causes and effects of that behaviour. He also said organisational behaviour is the systematic study of the nature of organisations: how they begin, grow and develop, and their effect on individual members, constituent groups, other organisations, and large institutions.

Some people are born and educated in organizations, acquire most of their material possessions from organizations, and die as members of organizations. Many of our activities are regulated by the various organizations that make up our governments. Most adults spend the better part of their lives working in organizations. Because organizations influence our lives so powerfully, we have every reason to be concerned about how and why those organizations function. Clearly, then, an understanding of organizational behaviour can play a vital role in managerial work. (Khanka 2013).

Organizational Components that need to be controlled

The important organizational components for achieving a successful quality system include the following.

People

People are the main component of any organization that has to be managed. Every individual has a personal goal to be achieved. Organizations must identify the need spectrum of individuals and take suitable steps for its fulfillment to enable them to perform effectively so that they complete their allotted task in time. Relationship between the workers, with subordinates and superiors should be established based on full understanding and complete faith based on mutual trust so that it is easy to communicate and understand each other views. Peoples are human part of organization that performs different operations in the organization (Yeramyam, (2014).

Structure

Structure is the basic arrangement of people in the organization. Structure defines the official relationships of people in organizations (Parsons, 2015). Different jobs are required to achieve all of an organization's activities. There are managers and employees, accountants and assemblers. These people have to be related in some structural way so that their work can be effective. There are two types of organizations, formal and informal. Informal organizations do not have a specified structure. Formal organizations are based upon the objective set for it. Organizational structure in such organization is hierarchical in nature, wherein the superior at each level has an authority over his subordinates and the subordinate has to fulfill the responsibility of the task allotted to him and report back to the superior (James, Freeman & Dawel, 2000).

Technology

Organizations have technologies for transforming inputs and outputs. Technology provides the physical and economic resources with which people work (Yeramyan, (2014). Selection of technology, procurement, installation, operation and maintenance is important and no compromise should be made in procuring latest or advanced technology. Technology is the intellectual and mechanical processes used by an organization to transform inputs into products or services, an organization should formulate job structure and resultant procurement of human resource so that they are complimentary to each other. The great benefit of technology is that it allows people to do more and better work, but it also restricts people in various ways. It has costs as well as benefits associated with it (Aswathappa, 2012).

Job

Job is an assignment assigned to an individual. It encompasses various tasks within it. For example, a personnel manager wants to fill up twelve vacancies in production department within three months. Job will have various tasks inbuilt in it like designing of job specification, selection of media, advertising vacancies, scheduling of selection and recruiting. Managers have to manage various tasks to accomplish a particular job. Adequate delegation, supervision, application of various control techniques makes the job simpler for the manager (Olaniyan & Ojo, 2008).

Processes

A process is a series of action that produce a desired result. Management of processes and its interdependence is very crucial to high productivity and higher job satisfaction. , manager must develop and build an organizational culture that will bind employees to a common cultural bond. During day-to-day functions, managers must be transparent and maintain a high degree of value system and display ethical behavior (Prabha, 2014).

Environment

All organizations operate within an external environment. A single organization does not exist alone. It is part of a larger system that contains thousands of other elements. All these mutually influence each other in a complex system that becomes the lifestyle of the people. It influences the attitudes of people, affects working conditions, and provides competition for resources and power (Olaniyan & Ojo, 2008). It is therefore important to evaluate market situation, competitors, and availability of raw material, technology, availability of skilled, semi-skilled and no skilled personnel. In addition, evaluate prevailing culture and how individuals are likely to respond to the call of the organization. Some factors like government rules, and political stability keep changing, the organizations must also cater for such contingencies (Khanka, 2013). The organizational challenges presented in this paper are then a reality for a large number of organizations.

Organizational Challenges

Managers also face numerous organizational challenges (Yeramyan, (2014). The organizational issues most relevant to the domain of organizational behavior are competitive strategy, globalization, quality and productivity, and manufacturing and service technology.

a) Competitive Strategy: A firm's **competitive strategy** explains how it intends to compete with other firms in the same industry. In general, most firms adopt one of three business strategies. A firm using a

differentiation strategy attempts to make its products or services at least appear to be different from others in the market place. A firm that adopts a cost leadership strategy, this allows the firm to charge a lower price for its products/services and thus gain more market share. Finally, a focus strategy involves targeting products to meet the unique needs of a specific customer group (Nair 2011).

b) Globalization: It is no secret that the world economy is becoming increasingly global in character. But often people do not realize the true magnitude of this globalization trend for managers. The globalization trend started right after World War II. The U.S. economy emerged

strong and intact. U.S. businesses were the dominant worldwide suppliers in virtually all major industries. The situation is further confounded by the rapid change that has characterized the international arena. When the 1980s began, the Eastern bloc countries were going nowhere economically; the Japanese and German economies were dominant (Cole 2002).

c) Quality and Productivity: Another competitive challenge that has attracted much attention is quality and productivity. Quality is the total set of features and characteristics of a product or service that define its ability to satisfy a stated or implied need of customers or consumers.

Quality is an important issue for several reasons. First, more and more organizations are using quality as a basis for competition. Second, improving quality tends to increase productivity because making higher-quality products generally results in less waste and rework. Third, enhancing quality lowers costs (Olaniyan & Ojo, 2008).

d) Manufacturing and Service Technology: A final environmental challenge confronting managers today is the set of issues involving technology. Technology is the set of processes the organization uses to transform resources into goods and services. Managing this form of technology requires managers to keep abreast of new forms of technology and to make appropriate investments in the acquisition of new manufacturing equipment. In addition, training employees for this type of work and then evaluating their performance was a relatively straight forward undertaking (Aswathappa, (2012).

Management in the 21st Century

Management is defined as the process of administering and coordinating resources effectively and efficiently in an effort to achieve the goals of the organization. Managers plan, lead, organize and control. Management should avail each individual staff the opportunity to acquaint them with recent technology. People do not like change. This is because people dislike adjusting to new ideas which might task their brains (Everett & Ronald 2000).

In the opinion of Frank, Les and Masoud (2007) posit that “The management of an organization should encourage the use of computers amongst its employees in the Organization”. This would give management competitive advantage and also meet with current trend in its external environment. Management in a general context that the act of getting things done and evaluating performance which is known as controlling. Controlling is one important aspect of management that ensures that things are done orderly that is in a proper way. Organizational Control is a process which is designed to motivate people to achieve goals and to influence the probability that people will behave in the desired ways. It cannot guarantee, nor does it intend to, control 100% of people’s behavior, management control is a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with these predetermined standards, to determine whether there are any deviations and to measure their significance, and to take any action required to assure that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objectives (Govindaraja & Natarajan, 2005).

Management is a dynamic system of creating an enabling environment where goals of an Organization can be achieve. To achieve these goals, there is need for different activities to be carried out. Traditionally, there are five management functions written by (James, et al 2000) these management functions included Planning, Organizing, Commanding, Coordinating and Controlling.

A) Planning: Is the process of establishing goals and a suitable course of action for achieving those goals, it involves decision making by selecting the courses of action which every department will follow.

B) Organizing: Process of engaging two or more people in looking together in a structured way to achieve a specific goal or set of goals. Also it involves the establishing of an intentional structure of roles for all persons within the enterprise in order to accomplish the goals.

C) Commanding means through effective leadership, managers are required to command and influence employees so that they will strive willingly and enthusiastically towards achieving the organization and group goals.

D) Coordinating/ Directing: This involves the process of delegating tasks to staff of an Organization. It is also a process of passing instructions to staff on what to do. For directing to be effective, there must be proper communication. This is a process of distributing or delegating task by Heads of Department to staff or subordinates either in a Private or Public Sector. Directing is an act of assigning formal authority and responsibility for completion of specific activities to a subordinate is the essence of management. This means the manager has to strive towards the achievement of harmony of individuals efforts towards the accomplishment of group goals.

E) Controlling: Refers to measuring and correcting performance of subordinates against goals and thereby ensuring accomplishment of the plans. This means based on the feedback, appropriate adjustments have to be made where outcomes have deviated from expectations. However, controlling is a process of ensuring that actual activities conform to planned activities

Managers are to ensure that, decisions and actions taken by the employees/staff of the Organization must yield positive result.

Conclusion

Study of organizational behavior is very challenging and interesting. It is the field of study that investigates the impact on individuals, groups and organizational structure have on individual behavior so that the knowledge so achieved can be suitably modified and applied for organizational effectiveness. It is the art on the part of manager to understand, describe, forecast and modify individual behavior. Organizational behavior is an exciting field of study which can help the managers in effective handling of human resource for the realization of organizational goals. The study of organizational behavior relates to the study of attitude, perception, learning, values at individual level. The study is undertaken pertaining to managing stress, conflicts, intergroup behavior, decision making at group level. It is the responsibility of the managers to evolve appropriate strategies to study organizational components. The first component is people. The study of organizational behavior involves identifying need spectrum of the people, managing interpersonal relationship, understanding of individual objectives and co-relating organizational strategies accordingly. The other component is to understand the organizational structure and its modification based on the need of the hour. Communication, delegation of authority, well defined policies, rules, regulation, systems, procedures and processes. Introduction of latest technology is an essential part of organizational development that should be taken care of by the manager responsible for running the organization. Jobs should be allotted to the individual based on the attitude and the processes must be compatible with the technology being used.

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