

ORGANIZATIONAL BEHAVIOR CONCEPTS, INSIGHT & MANAGERIAL IMPLICATIONS

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Abstract: This book provides a comprehensive yet accessible introduction to Organizational Behavior, focusing on how individual attitudes, emotions, and behaviors shape effectiveness within organizations. By integrating foundational theories with real-world workplace examples, it offers readers a clear understanding of how people interact at individual, team, and organizational levels. Covering key topics such as personality, perception, motivation, leadership, teamwork, organizational culture, and change, the book emphasizes practical application alongside ethical and professional awareness. Designed for students and aspiring professionals, it equips readers with the knowledge and insights needed to navigate contemporary organizational challenges, adapt to change, and contribute positively and confidently to today's dynamic work environment.

Keywords: Behavior, emotion, employee, perception

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PREFACE

In today's rapidly evolving work environment shaped by technological advancements, globalization, and growing workforce diversity, understanding human behavior within organizations has become increasingly important for students and future professionals. This book aims to present key Organizational Behavior (OB) concepts in a clear and accessible manner, enabling readers to link theoretical ideas with practical, real-world workplace situations.

The chapters cover important topics such as personality and values, perception, emotion and stress, motivation, team dynamics, leadership, power and influence, conflict and negotiation, organizational culture, and organizational change. Each topic helps readers understand how individuals, teams, and organizations function and interact. The overall goal of this book is to build practical knowledge regarding organizational behavior so that readers can become more effective, ethical, and confident in their roles within organizations.

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CHAPTER 1

INTRODUCTION TO ORGANIZATIONAL BEHAVIOR



Learning Objectives

After studying this chapter, you will be able to:

- 1-1 Define organizational behavior and discuss its importance.
- 1-2 Discuss the four anchors on which organizational behavior knowledge is based.
- 1-3 Compare and contrast the four perspectives of organizational effectiveness.

InnovateX Sdn. Bhd., a medium-sized technology company providing IT solutions and services, employs 150 staff members, 100 in the development division and the remaining 50 in the services division. Recently, the top management team has faced a series of challenges as they work to adapt to the rapidly evolving business environment.

The introduction of AI-based tools has sparked conversations among employees. While the development division sees the potential in automating routine coding and testing tasks, some in the services division are concerned about how these innovations might affect job security and their long-term roles in the company.

Compounding the issue, InnovateX Sdn. Bhd. recently shifted to a hybrid working model. This flexible approach is popular with the younger, tech-savvy workforce, particularly Gen Z employees, who enjoy the balance between remote and office work.

CHAPTER 2

PERSONALITY AND VALUES



Learning Objectives

After studying this chapter, you will be able to:

- 2-1 Describe the four factors that directly influence individual behavior and performance.
- 2-2 Summarize the five types of individual behavior in organizations.
- 2-3 Describe personality and discuss how the “Big Five” personality dimensions and four MBTI types relate to individual behavior in organizations.
- 2-4 Summarize Schwartz’s model of individual values and discuss the conditions where values influence behavior.
- 2-5 Describe five values commonly studied across cultures.
- 2-6 Describe three ethical principles and discuss three factors that influence ethical behavior.

At InnovateX Sdn. Bhd., the top management team is navigating a series of interpersonal challenges as the company continues to evolve. One issue involves personality clashes among team members in both the development and services divisions. The recent push for AI integration has exposed how differently people approach problems, make decisions, and interact with one another.

CHAPTER 3

PERCEPTIONS



Learning Objectives

After studying this chapter, you will be able to:

- 3-1 Describe the elements of self-concept and explain how each affects an individual's behavior and well-being.
- 3-2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.
- 3-3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false consensus, primacy, and recency influence the perceptual process.
- 3-4 Discuss three ways to improve perceptions, with specific application to organizational situations.
- 3-5 Outline the main features of a global mindset and justify its usefulness to employees and organizations.

At InnovateX Sdn. Bhd., the top management team has noticed growing friction between employees in the development and services divisions. One ongoing issue involves Ramesh, a senior developer, who consistently perceives new hires as inexperienced and unreliable, despite evidence that they are performing well. This reliance on stereotypes is starting to affect team morale and collaboration.

CHAPTER 4

EMOTION AND STRESS



Learning Objectives

After studying this chapter, you will be able to:

- 4-1 Explain how emotions and cognition (conscious reasoning) influence attitudes and behavior.
- 4-2 Discuss the dynamics of emotional labor and the role of emotional intelligence in the workplace.
- 4-3 Summarize the consequences of job dissatisfaction, as well as strategies to increase organizational (affective) commitment.
- 4-4 Describe the stress experience and review four major stressors.
- 4-5 Identify five ways to manage workplace stress.

At InnovateX Sdn. Bhd., the interplay between emotions and stress is beginning to shape workplace dynamics more visibly. In the development division, Sarah, a software engineer, has recently become frustrated during team meetings. Her emotional response to a perceived lack of support clouded her logical thinking, leading her to dismiss valuable suggestions from her peers. This not only affected her own attitude but also contributed to a tense atmosphere in the room.

As deadlines loom for a critical AI integration project, stress levels are rising among the team. Many employees are juggling multiple tasks while trying to adapt to the hybrid work model. Sarah's frustration, combined with the general stress of the team, has led to a decline in morale. Team members are beginning to withdraw,

CHAPTER 5

MOTIVATION, ABILITY AND ROLE PERCEPTIONS



Learning Objectives

After studying this chapter, you will be able to:

- 5-1 *Define employee engagement.*
- 5-2 *Explain how drives and emotions influence employee motivation.*
- 5-3 *Summarize Maslow's needs hierarchy and discuss the employee motivation implications of intrinsic versus extrinsic motivation, learned needs theory, and four-drive theory.*
- 5-4 *Discuss the expectancy theory model, including its practical implications.*
- 5-5 *Outline organizational behavior modification (OB Mod) and social cognitive theory and explain their relevance to employee motivation.*
- 5-6 *Describe the characteristics of effective goal setting and feedback.*
- 5-7 *Summarize equity theory and describe ways to improve procedural justice.*

At InnovateX Sdn. Bhd., the top management team has observed a drop in motivation across both the development and services divisions. The recent introduction of AI to streamline operations has created mixed reactions among employees. Sarah, a highly skilled software engineer, feels less engaged now that many of her core responsibilities have been automated. Though the company is progressing, Sarah's motivation is waning as she struggles to find purpose in her changing role.

CHAPTER 6

TEAM DYNAMICS



Learning Objectives

After studying this chapter, you will be able to:

- 6-1 *Explain why employees join informal groups and discuss the benefits and limitations of teams.*
- 6-2 *Outline the team effectiveness model and discuss how task characteristics, team size, and team composition influence team effectiveness.*
- 6-3 *Discuss how the four team processes which include team development, norms, cohesion, and trust that influence team effectiveness.*
- 6-4 *Discuss the characteristics and factors required for the success of self-directed teams and virtual teams.*
- 6-5 *Identify four constraints on team decision making and discuss the advantages and disadvantages of four structures aimed at improving team decision making.*

InnovateX Sdn. Bhd. has formed a cross-functional task force to manage a critical AI-driven product launch. The team consists of ten members, a mix of software engineers, customer service representatives, and project managers from both the development and services divisions. While the team has a broad range of expertise, they are struggling to work together effectively.

One of the key challenges lies in the team's development. The members come from different divisions and have not worked

CHAPTER 7

LEADERSHIP, POWER AND INFLUENCE



Learning Objectives

After studying this chapter, you will be able to:

- 7-1 Describe the five sources of power in organizations.
- 7-2 Discuss the four contingencies of power.
- 7-3 Explain how people and work units gain power through social networks.
- 7-4 Describe eight types of influence tactics.
- 7-5 Identify ways to minimize organizational politics.
- 7-6 Define leadership, shared leadership and different types of leadership theories.

At InnovateX Sdn. Bhd., the top management is facing issues with leadership dynamics within the development division. Sarah, the team leader of the AI project, has strong technical skills but struggles to assert authority over her team. She tends to rely on her technical expertise rather than on influence or relationship-building to lead the group. As a result, many of her team members, especially those from the customer service division, feel disengaged and disconnected from the project's goals.

Meanwhile, Ali, who leads the services division, has developed strong relationships with his team and frequently uses his personal connections to influence decisions. While his team respects him, his leadership style is sometimes seen as overly accommodating, which has led to delays in decision-making and project execution.

At InnovateX Sdn. Bhd., the top management is facing issues with leadership dynamics within the development division. Sarah,

CHAPTER 8

CONFLICT & NEGOTIATION



Learning Objectives

After studying this chapter, you will be able to:

- 8-1 Define conflict and debate its positive and negative consequences in the workplace.
- 8-2 Distinguish task from relationship conflict and describe three framework to address conflict.
- 8-3 Illustrate the conflict process model and describe six structural sources of conflict in organizations.
- 8-4 Outline the five conflict-handling styles and discuss the circumstances in which each would be most appropriate.
- 8-5 Discuss activities in the negotiation preparation, process, and setting that improve negotiation effectiveness
- 8-6 Describe the three types of third-party dispute resolutions

Tensions have been rising between the development and services divisions at InnovateX Sdn. Bhd. due to conflicting priorities. The development team, led by Sarah, is focused on meeting tight deadlines for the AI project, while Ali's services team is concerned with addressing customer feedback, which they feel is being neglected in the rush to meet technical milestones. This misalignment of goals has led to open disagreements in cross-functional meetings, where both teams blame each other for project delays.

CHAPTER 9

ORGANIZATIONAL CULTURE



Learning Objectives

After studying this chapter, you will be able to:

- 9-1 Describe the elements of organizational culture and discuss the importance of organizational subcultures.
- 9-2 Describe four categories of artifacts through which organizational culture is deciphered.
- 9-3 Discuss the importance of organizational culture and the conditions under which organizational culture strength improves organizational performance.
- 9-4 Compare and contrast four strategies for merging organizational cultures.
- 9-5 Describe five strategies for changing and strengthening an organization's culture, including the application of attraction–selection–attrition theory.
- 9-6 Describe the organizational socialization process and identify strategies to improve that process.

CHAPTER 10

ORGANIZATIONAL CHANGE



Learning Objectives

After studying this chapter, you will be able to:

- 10-1 Describe the elements of Lewin's force field analysis model.
- 10-2 Discuss the reasons why people resist organizational change and how change agents should view this resistance.
- 10-3 Outline six strategies for minimizing resistance to change, and debate ways to effectively create an urgency to change.
- 10-4 Discuss how leadership, coalitions, social networks, and pilot projects assist organizational change.
- 10-5 Describe and compare action research, appreciative inquiry, large group interventions, and parallel learning structures as formal approaches to organizational change.
- 10-6 Discuss two cross-cultural and three ethical issues in organizational change.

InnovateX Sdn. Bhd. is undergoing a significant organizational change by integrating AI technologies across all divisions. The development division, led by Sarah, is enthusiastic about the shift, viewing it as an opportunity for innovation. However, the services division, under Ali's leadership, is showing resistance. Many employees are worried about

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