

ORGANIZATIONAL

BEHAVIOR

Challenges & Opportunities

*** What Is Organizational Behavior (OB)?**

- * Organizational behavior is the academic study of how people interact within groups. The principles of the study of organizational behavior are applied primarily in attempts to make businesses operate more effectively.
- * Challenges and opportunities for organizational behavior are massive and rapidly changing for improving productivity and meeting business goals.

Challenges of OB

- * 13 challenges and opportunities of organizational behavior are;
- * Improving People's Skills
- * Improving Quality and Productivity
- * Total Quality Management (TQM)
- * Managing Workforce Diversity
- * Responding to Globalization
- * Empowering People
- * Coping with Temporariness
- * Stimulating Innovation and Change
- * The emergence of E-Organisation & E-Commerce
- * Improving Ethical Behavior
- * Improving Customer Service
- * Helping Employees Balance Work-Life Conflicts
- * Flattening World

* **Improving Quality and Productivity**

- * **Performance:** Primary rating characteristics of a product such as signal coverage, audio quality, display quality, etc.
- * **Features:** Secondary characteristics, added features, such as calculators, and alarm clock features in handphone
- * **Conformance:** meeting specifications or industry standards, the workmanship of the degree to which a product's design or operating characteristics match pre-established standards
- * **Reliability:** The probability of a product's falling within a specified period
- * **Durability:** It is a measure of a product's life having both economic and technical dimension
- * **Services:** Resolution of problem and complaints, ease of repair
- * **Response:** Human to human interfaces, such as the courtesy of the dealer « Aesthetics: Sensory characteristics such exterior finish
- * **Reputations:** Past performance and other intangibles, such as being ranked first.

* **Total Quality Management (TQM)**

- * **Total Quality Management (TQM) is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes.**
- * **The components of TQM are;**
- * **(a) An intense focus on the customer,**
- * **(b) Concern for continual improvement,**
- * **(c) Improvement in the quality of everything the organization does,**
- * **(d) Accurate measurement and,**
- * **(e) Empowerment of employees.**

* **Responding to Globalization**

- * Today's business is mostly market-driven; wherever the demands exist irrespective of distance, locations, climatic conditions, the business
- * operations are expanded to gain their market share and to remain in the top rank, etc. Business operations are no longer restricted to a particular locality or region.
- * The company's products or services are spreading across nations using mass communication, the internet, faster transportation, etc.
- * More than 95% of Nokia (Now Microsoft) handpphones are being sold outside of their home country Finland.
- * Japanese cars are being sold in different parts of the globe. Sri Lankan tea is exported to many cities around the globe.

* **Empowering People**

- * The main issue is delegating more power and responsibility to the lower level cadre of employees and assigning more freedom to make choices about their schedules, operations, procedures and the method of solving their work-related problems.
- * Encouraging the employees to participate in the work-related decision will sizably enhance their commitment to work.
- * Empowerment is defined as putting employees in charge of what they do by eliciting some sort of ownership in them.
- * Managers are doing considerably further by allowing employees full control of their work.
- * Movement implies constant change an increasing number of organizations are using self-managed teams, where workers operate largely without a boss.

* **Stimulating Innovation and Change**

- * Today's successful organizations must foster innovation and be proficient in the art of change; otherwise, they will become candidates for extinction in due course of time and vanished from their field of business.
- * Victory will go to those organizations that maintain flexibility, continually improve their quality, and beat the competition to the market place with a constant stream of innovative products and services.
- * For example, Compaq succeeded by creating more powerful personal computers for the same or less money than EBM or Apple, and by putting their products to market quicker than the bigger competitors.
- * **The emergence of E-Organisation & E-Commerce**
- * It refers to the business operations involving the electronic mode of transactions. It encompasses presenting products on websites and filling the order.
- * The vast majority of articles and media attention given to using the Internet in business are directed at online shopping.
- * In this process, the marketing and selling of goods and services are being carried out over the Internet.
- * In e-commerce, the following activities are being taken place quite often – the tremendous numbers of people who are shopping on the Internet, business houses are setting up websites where they can sell goods, conducting the following transactions such as getting paid and fulfilling orders.

* **Improving Ethical Behavior**

- * The complexity in business operations is forcing the workforce to face ethical dilemmas, where they are required to define right and wrong conduct to complete their assigned activities.

* **Improving Customer Service**

- * OB can contribute to improving organizational performance by showing drat how employees' attitudes and behavior are associated with customer satisfaction.
- * In that case, service should be the first production-oriented by using technological opportunities like a computer, the internet, etc.
- * To improve customer service we need to provide sales service and also the after-sales service.

* **Flattening World**

- * Thomas Friedman's book The World Is Flat: A Brief History of the Twenty-First Century makes the point that the Internet has "flattened" the world and created an environment in which there is a more level playing field in terms of access to information.
- * This access to information has led to an increase in innovation, as knowledge can be shared instantly across time zones and cultures.
- * It has also created intense competition, as the speed of business is growing faster and faster all the time.