# ORGANIZATIONAL BEHAVIOR AT WORKPLACE

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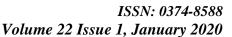*Email Id-xavier_vk@cms.ac.in.*

## Abstract

*The study of affect in the workplace began and peaked whereas job satisfaction generally continues to be loosely but not carefully thought of and measured as an affective state, critical work in the 1990s has raised serious questions about the affective status of job satisfaction in terms of its causes as well as its definition and measurement. Recent research has focused on the production of moods and emotions at work, with an emphasis, at least conceptually, on stressful events, leaders, work groups, physical settings, and rewards/punishment. Other recent research has addressed the consequences of workers' feelings, in particular, a variety of performance outcomes (e.g., helping behaviors and creativity). Even though recent interest in affect in the workplace has been intense, many theoretical and methodological opportunities and challenges remain.*

**Keywords:** *Behavior, Employee, Organizational, Organizational Culture, Workplace.*

## I. INTRODUCTION

The organizations wherein people paintings have an effect on their mind, emotions, and movements inside the workplace and far from it. Likewise, people's mind, feelings, and movements have an effect on the businesses in which they paint. Organizational conduct is an area of inquiry worried with both types of influence: work businesses on human beings and people on paintings groups [1]. The slice of the organizational conduct literature this paper addresses has to do with the feelings of people, how agencies affect them and the way they have an effect on corporations. As ought to end up clear in the following segment, we select consciousness at the affective dimensions of organizational conduct due to the fact, after a lapse of greater than half of a century, organizational researchers have started to illustrate a serious interest in moods and feelings in the workplace [2].

The remainder of the paper unfolds as follows. First, the look at of people' feelings is located in an ancient context and, thereby, the limits of the bankruptcy are delineated further. Second, the affective status of the task satisfaction assembly is assessed very briefly [3]. Third,

current literature relating the manufacturing of moods and emotions within the place of work is reviewed, accompanied with the aid of a survey of the results of moods and emotions experienced within the place of job. Finally, conceptual issues about employees' feelings no longer effectively addressed within the organizational literature are raised, and suggestions for how to methodically address these issues are supplied. in general, the intents of the paper are to appraise what is understood about affective reports in organizational settings, to highlight current gaps in the literature, and to signify how the ones gaps might be stuffed.

## II.  DISCUSSION

Organizational behavior helps us to develop an understanding of the attitude and performance of employees and the organization as a whole. There are a variety of factors that can influence organizational behavior, including the company culture, policies, and structure. These aspects can have an impact on employee's productivity and their commitment to the organization [4].
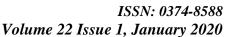
**Organizational Culture:**

Organizational culture consists of values and motives that contribute to the environment within an organization. It influences the way people work and interact with each other. Employees become more responsible when they feel respected and become an integral part of the team. They will feel more committed to their work and align their goals with the company [5].

**Incentive System:**

Employees tend to feel more motivated when there is a solid reward system. Once this effective system is established, it is necessary to reward employees who perform well. They should be consistently applied within the company. A study from the Human Resource Journal proposes that there are three types of contingent pay: performance-related pay, profit-related pay and share ownership. Through interviews conducted in 1,293 private-sector workplaces across the United Kingdom, only performance-related pay was associated positively with job satisfaction, commitment, and loyalty among employees. Organizational behavior proposes that incentives are motivational factors that are crucial for employees to perform well [6].

**Decision Making:**

Organizational behavior changes the way people make decisions. Businesses that are able to encourage risks in decision making within the company culture can enhance innovation and creativity. Effective communication allows managers and employees to understand the business context and provides the opportunity for employees to get involved. It is essential to focus on the types of organizational behaviour that you would like to modify or maintain. Eliminating the negative elements that slow down employee productivity can generate a more efficient and positive organizational culture [7].

**The Influence of Organizational Culture:**

When new employees join your company, the way they behave is heavily influenced by the organizational culture. As social beings, people strive to fit in the environment around them. If your company culture encourages employees to speak up without fear of reprisal, new employees will gain confidence in expressing their ideas, whereas if the culture is to "shoot the messenger," new employees tend to keep their opinions to themselves. You can influence company culture by clarifying your vision and values and putting them into practice on a daily basis [8].

**Use Reward Systems:**

While the need to earn a salary ensures people will show up for work, organizational behavior suggests that employees need other motivational elements to perform to the best of their ability. Employees are most likely to feel motivated when they see a clear link between the effort they put in and the reward they receive. Employees must consider the reward system as fair and equitable to inspire them to increase performance [9].

**Response to Change Management:**

All companies must respond to changing markets, technical advances and customer demands to survive. However, employees often prefer the familiar ways of doing business, making change and adaptation difficult. Companies can manage change effectively by understanding organizational behavior. Discuss the need for change in an open forum that allows employees to ask questions freely without fear of reprisal.

**Emotions Affect Attitudes and Behaviors at Work:**

Emotions shape an individual's belief about the value of a job, a company, or a team. Emotions also affect behaviours at work. Research shows that individuals within your own inner circle are better able to recognize and understand your emotions. So, what is the connection between emotions, attitudes, and behaviours at work? This connection may be explained using a theory named Affective Events Theory (AET). Researchers Howard Weiss and Russell Cropanzano studied the effect of six major kinds of emotions in the workplace: anger, fear, joy, love, sadness, and surprise (Weiss & Cropanzano, 1996). Their theory argues that specific events on the job cause different kinds of people to feel different emotions. These emotions, in turn, inspire actions that can benefit or impede others at work [10].

**Emotional Labour:**

Negative emotions are common among workers in service industries. Individuals who work in manufacturing rarely meet their customers face-to-face. If they're in a bad mood, the customer would not know. Service jobs are just the opposite. Part of a service employee's job is appearing a certain way in the eyes of the public. Individuals in service industries are professional helpers. As such, they are expected to be upbeat, friendly, and polite at all times, which can be exhausting to accomplish in the long run. Humans are emotional creatures by nature. In the course of a day, we experience many emotions. Think about your day thus far.

Can you identify times when you were happy to deal with other people and times that you wanted to be left alone? Now imagine trying to hide all the emotions you've felt today for 8 hours or more at work. That's what cashiers, school teachers, massage therapists, fire fighters, and librarians, among other professionals, are asked to do. As individuals, they may be feeling sad, angry, or fearful, but at work, their job title trumps their individual identity. The result is a persona—a professional role that involves acting out feelings that may not be real as part of their job.

Emotional labour refers to the regulation of feelings and expressions for organizational purposes. Three major levels of emotional labour have been identified.

1.      Surface acting requires an individual to exhibit physical signs, such as smiling, that reflect emotions customers want to experience. A children's hairdresser cutting the hair of a crying toddler may smile and act sympathetic without actually feeling so. In this case, the person is engaged in surface acting.

2.      Deep acting takes surface acting one step further. This time, instead of faking an emotion that a customer may want to see, an employee will actively try to experience the emotion they are displaying. This genuine attempt at empathy helps align the emotions one is experiencing with the emotions one is displaying. The children's hairdresser may empathize with the toddler by imagining how stressful it must be for one so little to be constrained in a chair and be in an unfamiliar environment, and the hairdresser may genuinely begin to feel sad for the child.

3.      Genuine acting occurs when individuals are asked to display emotions that are aligned with their own. If a job requires genuine acting, less emotional labour is required because the actions are consistent with true feelings.

**Emotional Intelligence:**

One way to manage the effects of emotional labour is by increasing your awareness of the gaps between real emotions and emotions that are required by your professional persona. "What am I feeling? And what do others feel?" These questions form the heart of emotional intelligence. The term was coined by psychologists Peter Salovey and John Mayer and was popularized by psychologist Daniel Goleman in a book of the same name. Emotional intelligence looks at how people can understand each other more completely by developing an increased awareness of their own and others' emotions. There are four building blocks involved in developing a high level of emotional intelligence. Self-awareness exists when you are able to accurately perceive, evaluate, and display appropriate emotions. Self-management exists when you are able to direct your emotions in a positive way when needed.

### III. CONCLUSION

Organizational behavior's preoccupation with cognitive processes "can lead to theory and research that portrays organization members as cognitive stick figures whose behavior is unaffected by emotions" (p. 197) no longer appears applicable. Considerable change in the field has been initiated in the past few years. Although in their infancy, some recently

initiated research programs show considerable promise (for example, those concerned with the effects of leaders on the affective experiences of their followers, with the antecedents and consequences of group affective tone, and with assessing the many hypotheses derived from affective events theory). Much more importantly, we are confident that many, many important questions about the production and consequences of moods and emotions in the workplace have yet to be posed. The opportunity (the challenge) is in front of us. If we are duly enticed by it, then organizational behavior will evolve to and beyond considering workers as people who think and feel; we will more fully appreciate that the groups and organizations to which they belong also exhibit these person-like characteristics.

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