



ORGANIZATIONAL

- Behavior -

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FOREWORD

In today's rapidly evolving business landscape, organizations face unprecedented challenges and opportunities. Understanding how individuals, teams, and systems function within organizations has never been more critical. Organizational Behavior—the study of human behavior in organizational settings—holds the key to unlocking higher levels of performance, collaboration, and innovation.

This book was born out of a deep recognition that organizations are, at their core, human systems. By blending insights from psychology, sociology, management theory, and behavioral science, we aim to equip readers with the knowledge and tools to lead, manage, and work more effectively within diverse organizational environments.

Through this text, we delve into fundamental concepts such as motivation, leadership, team dynamics, organizational culture, communication, and decision-making processes. Each topic is not merely explored theoretically but is connected to real-world examples that show how effective organizational behavior can influence success. Moreover, the integration of contemporary challenges—such as globalization, diversity, technology, and ethical decision-making—ensures that this book remains relevant in addressing the issues modern organizations face.

As you turn these pages, you will be invited to reflect on your own experiences and perspectives within organizations, as well as critically analyze case studies that reflect real organizational scenarios. By doing

so, we hope to empower you to not only understand but also actively shape the behavior and culture of your organization.

This book is a resource not only for students but also for leaders, managers, and practitioners who seek to foster environments where individuals and teams thrive. Whether you are just beginning your journey in understanding organizational behavior or are looking to deepen your knowledge, I trust this book will provide the insights and frameworks needed to navigate the complexities of organizational life.

In closing, I would like to extend my gratitude to the many contributors and thinkers whose research and practical insights have shaped the field of Organizational Behavior. May this book inspire a deeper appreciation for the intricacies of human behavior within organizations and help you cultivate more resilient, adaptive, and high-performing teams.



TABLE OF CONTENT

Foreword	iii
Table of Content	v

CHAPTER I

INTRODUCTION TO ORGANIZATIONAL BEHAVIOR..... 1

A. Understanding Organizational Behavior	1
B. History of Organizational Behavior	3
C. The Relationship between Management and Organizational Behavior.....	6
D. Challenges and Opportunities for Organizational Behavior	11
E. Factors That Influence Organizational Performance	12
F. Scope of Organizational Behavior.....	18
G. The Importance of Knowing Organizational Behavior.....	20
H. Basic Assumptions in the Organizational Behavior Approach.....	21
I. A Brief History of Organizational Behavior	22
J. Summary.....	23

CHAPTER II

INDIVIDUALS IN ORGANIZATIONS..... 27

A. Personality and Values	27
---------------------------------	----

CHAPTER III

PERCEPTION AND INDIVIDUAL DECISION MAKING 39

- A. Perception 39
- B. What factors influence perception? 40
- C. Attribution Theory 45
- D. Perception & Individual Decision Making 47
- E. Decision Making in Organizations 48
- F. Biases & Errors in Decision Making 48
- G. Influences in Decision Making 49
- H. Ethics in Decision Making 58

CHAPTER IV

LEADERSHIP 61

- A. Leadership Theories and Styles 61
- B. Leadership Theory 63
- C. Leadership Style 66

CHAPTER V

FUNDAMENTALS OF GROUP BEHAVIOR 69

- A. Definition & Classification of Groups 69
- B. Reasons For Forming A Group 69
- C. Stages of Group Formation 72

CHAPTER VI

UNDERSTANDING WORK TEAMS 77

- A. Popularity of Teams in Organizations 77
- B. Group Vs. Team 77
- C. Team type 78
- D. Group effectiveness 79

E. Turning an individual into a team player.....	82
F. Tim ≠ panacea.....	82

CHAPTER VII

UNDERSTANDING CONFLICT..... 83

A. Definition of Conflict In An Organizational Context.....	83
B. Types of conflict.....	85
C. Causes Of Conflict In Organizations.....	86
D. Role ambiguity	89
E. Resource limitations.....	91
F. Differences in values and beliefs.....	94
G. Communication Problems.....	97
H. Types Of Organizational Conflict	101
I. Conflict Dynamics.....	102
J. Thomas-Kilmann Theory of Conflict Management Styles.....	105

CHAPTER VIII

VALUES, ATTITUDE AND JOB SATISFACTION..... 113

A. Conceptions of Value	113
B. Conceptions About Attitudes	113
C. Conceptions of Job Satisfaction.....	114
D. Main Theories Discussing Job Satisfaction.....	116
E. Summary.....	118

CHAPTER IX

POLITICS AND POWER..... 119

A. Definition of Power	119
B. Difference Between Leadership And Power	120
C. Sources of Formal Power.....	123

D. Dependency: The Key To Power	124
E. Power Tactics.....	127
F. Individual Strategies In Dealing With Sources Of Power	130
G. Preferred Power Tactics by Direction of Influence.....	132
H. Factors Influencing the Choice and Effectiveness of Power Tactics.....	135

CHAPTER X

LEADERSHIP IN ORGANIZATIONS..... 143

A. Definition of Leadership.....	143
B. Leadership Process in Organizations.....	145

CHAPTER XI

ORGANIZATIONAL CULTURE 163

A. Definition and Concept of Organizational Culture.....	163
B. Benefits of Organizational Culture	164
C. Dimensions of Organizational Culture	165
D. Types of Organizational Culture	167
E. Formation of Organizational Culture.....	169
F. Stages of the Organizational Culture Process.....	171
G. Impact of Organizational Culture	173

References	179
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Author Profile	181
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CHAPTER

INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

A. Understanding Organizational Behavior

The understanding of organizational behavior has been put forward by several experts. The proposed definition includes factors that influence how people as individuals and as group members behave in organizations and their influence on organizational structures and systems. The attitudes and behavior of diverse people in this organization are studied to find solutions on how management can manage the organization effectively.

Conceptually, Robbins and Judge (2013) provide an understanding of organizational behavior as a field of study that investigates the impact of individuals, groups and structures on behavior in organizations with the aim of applying this knowledge to improve organizational effectiveness. As a field of study, Organizational Behavior studies three determinants in organizations, namely individuals, groups, and structure. Organizational behavior applies knowledge about behavior that is associated with the work activities and work results of organizational members.

There are two things that focus on organizational behavior, namely actions and attitudes of people in the organization (Ratmawati and Herachwati, 2007). This field of study of organizational behavior is a science derived from the study of human actions and attitudes. As a field of study, organizational behavior consists of a collection of theories and models as Ways of Thinking about certain phenomena. Organizational behavior as a science studied to solve various problems of human behavior in organizations, offers challenges for understanding various organizational complexities. This really supports the understanding that many organizational problems have various causes, so that the approach to solving organizational problems refers to the human conditions and situations in the organization concerned.

George & Jones (2002) state that organizational behavior is a study of various factors that influence the actions of individuals and groups in organizations and how organizations manage their environment. In this case George & Jones, as well as Robbins and Judge (2013) and Gordon (2002), illustrate that the study of organizational behavior provides a series of tools, namely concepts and theories that can help people understand, analyze and explain behavior in organizations. For managers, studying organizational behavior can help improve, encourage, or change work behavior, whether individual, group or organization as a whole so that the organization can achieve its stated goals. Therefore, it can be said that organizational behavior is very focused on the "Human Side of Management" so that the approach to this field in management is the behavioral approach (Behavioral approach to management).

The knowledge gained by studying organizational behavior can help managers identify problems, determine how to correct them, and know that changes will make a difference, namely by using a behavioral approach.

B. History of Organizational Behavior

The study of organizational behavior (organizational behavior) is a relatively young field in the social sciences, but has experienced significant development since the beginning of the 20th century. The following is an outline of the history and development of the study of organizational behavior:

1. Early 20th Century: Scientific Approach
Scientific Management Theory (Scientific Management): Frederick Winslow Taylor was the main figure in this movement. His book, "The Principles of Scientific Management" (1911), emphasized the importance of efficiency and productivity through scientific analysis of work and labor.
Motion and Time Studies: Frank and Lillian Gilbreth developed motion and time studies to optimize worker performance by analyzing job tasks in detail.
2. 1920s–1930s: Human Relations Approach
Hawthorne Experiment: This study was conducted at Western Electric's Hawthorne Works plant by Elton Mayo and his colleagues. The results of this experiment show that social and psychological factors, such as management attention and teamwork, can influence worker productivity.
Human Relations Theory: The focus shifts from efficiency and productivity alone to the importance of worker well-being, motivation, and interpersonal relationships in the workplace.
3. 1940s–1950s: Development of Management and Leadership Theory**
Theory X and Theory Y: Douglas McGregor proposed two different views of management in his book "The Human Side of Enterprise" (1960). Theory X assumes that workers are naturally lazy and must be closely supervised, while Theory Y assumes that workers are naturally motivated and seek responsibility.

Motivation Theory: Abraham Maslow developed a hierarchy of needs, which emphasized that humans are motivated by tiered needs, starting from physiological needs to self-actualization.

4. 1960s–1970s: Systems and Contingency Approaches

Systems Theory: Organizations are viewed as open systems that are interconnected with their external environment. This approach emphasizes the importance of synergy and interaction between various parts of the organization. (Ludwig von Bertalanffy, 1940)

Contingency Theory: This approach states that there is no one best way to manage an organization. Instead, management effectiveness depends on various contingency factors, such as the external environment and internal characteristics of the organization.

The contingency approach theory in organizational behavior was developed by several main researchers, but several important figures who are often associated with this theory are:

- a. **Fred Fiedler**–He is known for the Fiedler Contingency Model, which is one of the most famous contingency models. This model emphasizes that leadership effectiveness depends on the situation and leadership style.
- b. **Paul Lawrence and Jay Lorsch**–They developed contingency theory which underlines that the organizational structure and management must be appropriate to the environmental conditions and tasks it faces.
- c. **Joan Woodward**–He conducted research on the relationship between technology, organizational structure, and effectiveness, which contributed to the contingency approach in organizations.

The contingency approach argues that there is no one best way to manage or organize, because management effectiveness depends on a variety of situational factors.

5. 1980s–1990s: Focus on Culture and Quality

Organizational Culture: Ed Schein and other figures emphasize the importance of organizational culture in determining organizational behavior and effectiveness. Books such as "Organizational Culture and Leadership" by Schein explore how culture is formed and maintained.

Total Quality Management (TQM): This approach, popularized by W. Edwards Deming and Joseph Juran, emphasizes the importance of quality in all aspects of an organization's operations and involves all members of the organization in continuous improvement efforts.

6. 2000s–Present: Multidisciplinary Approaches and Globalization

Multidisciplinary Approach The study of organizational behavior increasingly integrates theories and concepts from various scientific disciplines, including psychology, sociology, anthropology, and economics.

Globalization and Diversity: Focuses on the challenges and opportunities faced by organizations in a global context, including the management of cultural diversity, global teamwork, and international business ethics.

Technology and Innovation The impact of information and communication technology on organizational behavior, including telecommuting, remote work, and the use of social media in organizational contexts.

The development of the study of organizational behavior reflects changes in our understanding of how individuals and groups behave in work contexts and how managers can manage such behavior to achieve organizational goals.

C. The Relationship between Management and Organizational Behavior

Management experts state that the general definition of management is an effort to achieve organizational goals with the help of other people. Management is the utilization of human resources (namely employees) in the best way to achieve organizational goals. In summary, matters regarding management can be summarized as follows (Robbins and Judge, 2015).

1. Management function

The management of an organization can be said to be effective if the management functions, which consist of planning, organizing, directing and supervising, are carried out well and precisely. To provide an overview of the relationship between management and organizational behavior, it is best to look at the goals of the organization. The existence of an organization is to achieve goals. The goals of this organization must be defined and determined what methods or tools will be used to achieve these goals. For this reason, a plan needs to be made.

In management, the planning function includes defining organizational goals, determining how to achieve goals, and developing plans to coordinate all activities. Planning in the organization must be communicated to all members of the organization because by understanding the organizational plan, all organizational activities will be directed towards the goals that have been set in accordance with the organizational plan. The organizing function is determining tasks, determining who will carry out the tasks, grouping tasks, establishing a reporting system, and determining the location of decision making. This organizing function essentially organizes employees and other resources in a consistent way, to achieve organizational goals. When organizational goals are prepared, namely from the planning

function, existing resources are organized to achieve these goals. For this reason, managers have the responsibility to design the organizational structure. With a clear organizational structure, the implementation of the organizing function will be effective and will make it easier for organizational members to carry out their tasks because they clearly know their responsibilities and to whom they must report the results of their work.

In an organization there are people who work together to achieve organizational goals. For this reason, the leadership function is very necessary in terms of directing and coordinating these people. The leadership function as a manager's task includes the task of motivating employees, directing other people, choosing the most effective communication channels, and resolving conflicts. The leadership function can also be said to be the process of influencing the habits of other people in order to achieve organizational goals. This can include communicating job tasks to employees and also methods for completing those tasks. Also included in this function is the attitude of leaders who serve as role models for employees. Therefore, the leader's attitude must be consistent and aligned with the organization's plans.

The next management function that is no less important than the previous functions is the supervisory function. The supervisory function, which is a monitoring action, is carried out by managers to ensure that the implementation of all activities in the organization is in accordance with predetermined plans. With this monitoring function, organizational performance (which is a cumulative function of the performance of the people within it) is monitored and evaluated by comparing actual performance with the performance standards stated in the organizational plan. The monitoring function allows continuous evaluation so that the organization can ensure that it is following the path that has been determined. In short, Robbins and Judge (2013) define the

supervisory (control) function as monitoring, comparing, and allowing corrections if there are deviations.

The implementation of all management functions is the main task of managers whose success cannot be separated from the participation of all members of the organization.

2. Management role

Referring to the study of Mintzberg et al. (1988), the role of managers can be classified into three groups of roles, namely interpersonal, informational and decisional. The manager's interpersonal roles include the role of a leader and liaison. As a leader figure, a manager must be able to face any situation and then be able to appear as a figure representing subordinates in terms of handling all issues, both legal and social. The role as a leader means that a manager should be able to carry out tasks related to increasing subordinates' work enthusiasm. For example, providing direction and motivation for subordinates' work. Meanwhile, as a liaison role, managers are required to be able to maintain a working network for information transfer, especially with parties external to the organization.

The informational role must be carried out by managers because in practice managers will receive and also provide information. Mintzberg (1988) differentiates these activities as the monitor role, namely monitoring information from outside the organization, the disseminator role, namely disseminating information, and the spokesperson role, namely the role of representing the organization before external parties. Meanwhile, the decision role means that the manager must be able to determine choices regarding various decision alternatives. Included in this decision role category are four types of functions inherent in it. Namely as an entrepreneur, problem solver, resource allocator and negotiator.

Thus, the various roles as mentioned above are things that managers must carry out in order to achieve organizational effectiveness.

3. Management skills

In connection with the main task of managers, namely carrying out management functions, Robert Katz identified three management skills that managers absolutely must have, namely technical skills, human skills and conceptual skills (conceptual skills). Robbins and Judge, 2015). Technical skills relate to the ability to apply specialized knowledge and skills. Managers need to have this technical expertise to understand the types of tasks they manage. This technical understanding is important for all managers who evaluate new product ideas, or who are involved in solving technical problems.

Human skills relate to the ability to work together, understand and motivate other people, both individuals and groups. All managers must perform tasks that require human behavior skills which are the skills needed to communicate with others. This includes communication between humans, both internal and external.

Meanwhile, conceptual skills are the mental ability to analyze and diagnose complex situations. Managers with conceptual skills, which are also considered analytical skills, can make adjustments to possible problems that arise in the organization. A manager who has good conceptual skills can be said to tend to be more creative and able to consider various methods to achieve organizational goals.

As previously stated, studying organizational behavior can help managers improve, encourage or change work behavior so that individuals, groups and the organization as a whole can achieve the goals they have set. In other words, referring to the understanding of organizational behavior, managers with their

skills need to learn "how to handle (behavior) people" so that they can achieve organizational effectiveness.

Gordon (2002), states that in the twenty-first century, to achieve effective organizational functioning, management competence is needed in the following matters:

- a. *Adaptability*, namely that managers must have the ability to recognize and respond to continuous and unexpected changes, make adjustments to plans and activities at the right time, and be responsive to new requests.
- b. *Knowledge about state-of-the-art practice*, namely that managers need knowledge about the techniques of dealing with organizational problems practically. Managers need to benchmark competitors to learn about policies, programs, and ways of working that are practical in each situation.
- c. *Intercultural competencies*, is the cultural competency of managers for organizations located outside their country. The competencies in question include ability in various languages, cross-cultural sensitivity, and the ability to adapt to something new.
- d. *Information technology skills*, what this means is that managers must have strong technical skills so they can quickly understand new software and facilitate hardware, be able to diagnose information technology needs, and evaluate various potential solutions.
- e. *Critical thinking skills*, that is, managers must have problem-solving skills that enable the application of appropriate techniques to a particular situation. Using a diagnostic approach will encourage the development of critical thinking skills.
- f. *Creativity*, is the manager's ability to be creative in finding "new options" or rearranging "already used approaches". Managerial creativity often involves employees coming

together to find new ways to complete work and meet organizational goals.

- g. *Interpersonal Effectiveness*, what this means is the manager's competency in terms of strengthening teamwork and collaboration within the organization. Managers need to have strong interpersonal skills, which include the ability to lead and communicate effectively with a diverse workforce. Furthermore, managers are required to be able to become advisors and mentors for employees.
- h. These management competencies are requirements that generally must be possessed by managers, which are full of very 'behavioral' content. As mentioned in the previous section, organizational behavior describes the 'human side of management', not management as a whole. In this way, an overview of the relationship between management and organizational behavior can be obtained.

D. Challenges and Opportunities for Organizational Behavior

Today more and more managers realize the importance of studying organizational behavior. This is very meaningful because inevitably there are many problems in organizations that require solutions through the organizational behavior concept approach. As an illustration, it can be seen from the rapid changes that hit the organization, so managers are required to be able to immediately handle these changes. For example, management is tested for its ability to respond to globalization, manage a diverse workforce, improve quality and productivity, improve employee skills, handle "temporariness", stimulate innovation and be able to create ethical behavior.

George & Jones (2002) provide five challenges for managing organizational behavior, namely:

1. How to use information technology to encourage creativity and "organizational learning".
2. How to use human resources to achieve competitive advantage.
3. How to build an ethical/ethical organization
4. How to manage a diverse workforce
5. How to manage the global environment, namely managing organizational behavior as the organization expands internationally.

E. Factors That Influence Organizational Performance

Several opinions about factors that influence organizational performance; Several Indonesian experts have also identified various factors that influence organizations. Here are some of them:

1. Rhenald Kasali
 - a. Transformation and Innovation: the importance of transformation and innovation in facing rapid changes in the business environment.
 - b. Adaptive Leadership: Adaptive leadership is necessary to steer an organization through change and uncertainty.
 - c. Organizational Culture: The values and norms in an organization play an important role in determining the success of transformation and innovation.
2. Tjiptono Darmadji:
 - a. Human Resources: Competence, motivation and commitment of employees greatly influence organizational performance.
 - b. Leadership: An effective leadership style is essential to direct and motivate employees.
 - c. Organizational Culture: A positive and collaborative work culture can increase productivity and job satisfaction.

3. Sondang P. Siagian
 - a. External Environment: Economic, political, social, and technological factors of the external environment influence the operations of an organization.
 - b. Management and Leadership: The effectiveness of management and leadership in directing and managing an organization determines success.
 - c. Organizational Structure and Design: An effective organizational structure can facilitate information flow and decision making.
4. Sulistiyani and Rosidah:
 - a. Job Satisfaction and Motivation: The level of employee satisfaction and motivation influences the productivity and performance of the organization.
 - b. HR Development: Training and development of employees is important to improve their competence and performance.
5. Veithzal Rivai
 - a. HR Management: Good management of human resources, including recruitment, selection, training, and development, influences organizational performance.
 - b. Compensation and Rewards: A fair compensation system and appropriate rewards can increase employee motivation and productivity.

These identified factors demonstrate the importance of a combination of external and internal environments, as well as effective management in achieving organizational goals.

Yuwono et al in Syarifudin and Tangkilisan (2004), expressed an opinion related to the concept of organizational performance that organizational performance is related to various activities in the value chain in the organization. Various factors that influence organizational performance actually provide information regarding the implementation achievements of organizational units, where the

organization requires adjustments to all activities in accordance with organizational goals.

With the emergence of various paradigms, organizations must be driven by customer focus, an effective organizational performance system has several requirements (Lynch and Cross in Syarifudin and Tangkilisan, 2004), as follows.

1. Based on each activity and characteristics of the organization itself according to the customer's perspective.
2. Evaluation of various activities using insight and orientation to customer needs.
3. Requires a comprehensive assessment of various aspects of activity performance that influence customer satisfaction.
4. Organizational performance must be known by all members of the organization as feedback for them to recognize the problems faced by the organization.

Knowledge about organizational performance is important as stated by Mc Manan and Nanni in Syarifudin and Tangkilisan (2004), as follows.

1. Tracing the organization's performance against customer expectations will bring the organization closer to its customers and make all members of the organization involved in efforts to provide satisfaction to customers.
2. Motivate employees to provide maximum service to customers.
3. Identify various existing factors that directly influence organizational performance results.
4. Create a strategic goal that can be achieved to increase customer satisfaction.
5. Building consensus for planned interventions for organizational development.

Yuwono et al in Syarifudin and Tangkilisan (2004), stated that the performance of an organization will be maximum if it pays attention to the factors of organizational culture, leadership and coordination, because these three factors will determine whether or not an organization can achieve its stated goals smoothly.

Meanwhile, Ruky (2001), identified factors that have a direct influence on the level of organizational performance achievement as follows.

1. Technology which includes work equipment and work methods used to produce products or services produced by the organization. The higher the quality of the technology used, the higher the level of organizational performance.
2. The quality of inputs or materials used by the organization.
3. The quality of the physical environment which includes work safety, spatial planning and cleanliness.
4. Organizational culture is a pattern of behavior and work patterns that exist in the organization concerned.
5. Leadership is an effort to control organizational members to work in accordance with organizational standards and goals.
6. Human resource management which includes aspects of compensation, rewards, promotions and others. Soesilo (2000), suggests that the future performance of a bureaucratic organization is influenced by the following factors.
 - a. Organizational structure is an internal relationship related to the functions that carry out organizational activities.
 - b. Management policies, in the form of the organization's vision and mission
 - c. Human resources, which relate to the quality of employees to work and create optimally.
 - d. Management information system, which is related to data base management for use in improving organizational performance.

- e. Facilities and infrastructure owned, related to the use of technology for organizational administrators in every organizational activity.

Meanwhile, Atmosoeprapto (2001), stated that the performance of an organization will be greatly influenced by internal and external factors such as the following.

1. External factors consisting of:
 - a. political factors, namely things related to the balance of state power which influence security and order which will influence the calmness of the organization to work optimally,
 - b. economic factors, namely the level of economic development which influences the level of people's income, purchasing power, to move other sectors as a larger economic system, and
 - c. social factors, namely the value orientation that develops in society which influences their views on the work ethic needed to improve organizational performance.
2. Internal factors consisting of:
 - a. organizational goals, namely what an organization wants to achieve and what it wants to produce,
 - b. Organizational structure, as a result of the design between the functions to be carried out by organizational units and the existing formal structure.
 - c. Human resources, namely the quality and management of organizational members as drivers of the overall running of the organization, and
 - d. Organizational culture, namely the style and identity of an organization in standard work patterns and becomes the image of the organization concerned.

From this opinion, it can be said that there are many factors which are considered by the authors as dominant factors in influencing the level of performance that can be achieved by an organization. These

factors can be caused by internal organizational factors or external organizational factors. There are those who question equipment, facilities, infrastructure or technology as the dominant factor, there are those who question the quality of human resources owned by an organization, and there are those who question work mechanisms, organizational culture and the effectiveness of leadership in an organization.

Thus, it can be stated that the performance of an organization is greatly influenced by various factors that come from within the organization (internal factors) and factors that come from outside the organization (external factors). We know that each organization has its own characteristics or characteristics, both private organizations which are more oriented towards achieving profits and government-owned public organizations which are oriented towards achieving optimal public services.

There are many factors that influence organizational performance, depending on the perspective and starting point used. These factors in an environment influence each other. Analysis of these factors can be carried out using several perspectives or approaches, either from the perspective of organizational processes or activities, the perspective of methods or techniques for solving a problem, the perspective of actors (stakeholders) or perspectives that are a combination of these.

The process perspective departs from the idea that the concept of organizational performance can be viewed as a series of activities carried out to achieve certain predetermined goals. So an organization is said to have high performance if there is a series of regular activities carried out by people in an organization so that the desired goals are achieved. This perspective usually analyzes management functions which are considered as factors that determine whether an organization succeeds or fails.

Meanwhile, the technical or method perspective is a point of view that looks at the achievement of organizational performance in terms of the goals to be achieved, based on certain techniques or

methods for overcoming problems that occur in the organization. This technique can stand alone or be an integrated technique which, if implemented, will have a big impact on organizational performance. For example, work time scheduling is a simple technique for breaking down employee shifts and work times.

The actor or stakeholder perspective analyzes the factors that influence organizational performance in terms of institutions or between interconnected organizations that need each other in a larger environmental network.

Through a systems approach, many factors that influence organizational performance can be grouped into internal factors and external factors. These two factors interact reciprocally and continuously.

F. Scope of Organizational Behavior

McShane and Glinow (2008), stated that in studying organizational behavior attention is focused on three characteristics, namely; behavior, structure and process.

1. Behavior

The first characteristic in studying organizational behavior is behavior. The focus of organizational behavior is individual behavior in the organization. To be able to understand organizational behavior, you must be able to understand the behavior of various individuals in the organization.

The first goal of studying organizational behavior is to be able to understand and explain events that occur in the organization. In this way we can develop a way of thinking about events in the organizational environment. Just understanding the behavior that occurs within an organization is not enough, because you have to predict these events.

After understanding the behaviors that occur in organizations, the second goal of studying organizational behavior is that we must

be able to predict and explain events that occur in organizations. If we encounter a recurring pattern of events in an organization, we will want to identify the strengths and weaknesses that cause certain factors to occur. This is important because then we will be able to predict what will happen in the future if the same conditions arise, thereby making our environment more stable.

Furthermore, the third most important goal in studying organizational behavior is controlling behavior in the organization. If managers/organizational leaders can understand and explain carefully the behaviors that occur in the organization, then they will be able to create situations that produce desired behaviors and reduce undesirable behaviors. Our ability to control morale and behavior in organizations is an important issue today.

2. Structure

The second characteristic in studying organizational behavior is the structure of organizations and groups. Structure is related to permanent relationships in the organization, how jobs in the organization are designed, how jobs are arranged in the organization. Organizational structure has a major influence on the behavior of the organization or people in the organization as well as the effectiveness of the organization.

3. Process

The third characteristic of organizational behavior is organizational processes. Organizational processes relate to interactions that occur between organizational members. Organizational processes include communication, leadership, decision-making processes and power. One of the main considerations in designing an effective organizational structure is so that these various processes can be carried out efficiently and effectively.

G. The Importance of Knowing Organizational Behavior

As previously mentioned, organizations are the dominant form of institution in our modern society (Reksohadiprodo and Handoko, 2000). Organizations are a fundamental part of our existence that encompasses and permeates all aspects of life today. Almost everyone is a member of various organizations and will without hesitation join and work together in them. It is true that we all have general ideas about how organizations function, but only by studying them can we gain the perspective or insight necessary to refine and develop our understanding of the ways organizations operate.

Cormin and Edelfelt in Reksohadiprodo and Handoko (2000) state that each of us has various ideas about how organizations operate based on "street knowledge" from personal experiences. We have exchanged checks at a bank, or booked a place at a hotel, or gone to the hospital for treatment. When we are faced with these various problems, we are forced to use "theories" about how organizations operate according to certain needs and desires. So, whether organizational theories are useful or not, we use them every day. The question is whether we can develop our theories by studying and thinking about organizations.

On the basis of this description, there are several reasons to study organizations formally:

1. Organizations are a basic part of our existence, covering all aspects of today's society. The complexity of modern life makes us all dependent on various organizations. It doesn't matter where we view the organization, we are the object and subject of its influence. This means that it justifies our efforts to study organizations.
2. By studying organizations we will be able to better develop our understanding of how organizations operate and the many ways

in which organizations can be designed or structured. Knowledge of this is, of course, indispensable if we are to face the challenges of developing organizational design.

3. Organizational studies have enormous practical value, both for present and future managers. Knowledge of how organizations function increases our ability to anticipate the various types of problems we may encounter on the job and at the same time increases our probability of success in those situations. For all readers, whether still in education, or involved in the world of business, government, or health care, the study of formal organizations provides an important opportunity to learn certain skills that will prove to be a vital supplement to the experience that will be gained from practice.

H. Basic Assumptions in the Organizational Behavior Approach

McShane and Glinow (2008), organizational behavior science is a relatively new field of science that is multidisciplinary. Several fields of science that have contributed to the development of the science of organizational behavior are; psychology, sociology, anthropology, economics, political science and history.

1. Psychology

The science of psychology makes a contribution to organizational behavior, especially in terms of understanding individual behavior in organizations. Psychology, especially organizational psychology, tries to understand, predict and control a person's behavior in organizations

2. Sociology

Sociology discusses systems of socialization and human interaction in a social system. The contribution of sociology to organizational behavior, especially understanding group behavior in organizations.

3. Anthropology

Anthropology studies the interactions between humans and their environment. Humans live in groups and have habits and values that they adhere to, which are called culture. Culture is manifested in symbols of group togetherness which are reflected in the form of language and beliefs. Likewise, organizations form a certain culture to influence the thinking patterns and behavior of organizational members.

4. Politics, History and Economics.

Other fields of science such as; Political science, history and economics also contributed to the development of the science of organizational behavior. Political science studies the behavior of individuals and groups in a political environment. The contribution of political science is especially in the process of influencing, allocating authority and managing conflict. The science of history is mainly about the history of great leaders in the past regarding their successes and failures. Several models from economics try to explain the behavior of individuals when they are faced with a choice. These economic models provide a significant contribution, especially in the decision-making process.

I. A Brief History of Organizational Behavior

McShane and Glinow (2008), stated that the science of organizational behavior at some point in the past was trapped in an opinion about universal principles that could be applied to all organizations. For scientists, universal principles can provide a model that can be applied to all situations. For a manager, there are universal principles and guidelines can be prepared that can be applied to all situations.

The earliest writer on organizational behavior who developed universal principles was Weber (1969). Weber is known as a figure in the classical organizational school, which emphasized the application

of high bureaucratic structures in all organizations. Then in the 1950s a new opinion emerged from Likert (1967) who discovered four organizational systems.

However, most managers discover and realize that practices in organizations are not simple, and reject universal principles and theories that apply to all situations. An important contribution that has been made by managers and scientists in the field of organizational behavior is the emergence of a concept known as the "contingency approach or situational approach". This approach is directed at developing managerial actions that best suit the particular situation and the characteristics of the people involved in it.

By paying attention to and weighing the relevant variables in a particular situation, managers can develop the most appropriate course of action needed to complete or achieve a goal. Managers must be able to recognize, diagnose, certain situations using a contingency approach successfully.

The contingency approach is conceptually very interesting, but also very difficult to follow. Determining the exact relationships between important variables is quite difficult. Developing an appropriate plan to solve a particular motivation, organizational design, training problem, and performance assessment requires careful analysis of important variables and the relationship of these variables together. After carrying out a careful analysis of a particular situation and observing variables, reviewing theory and the results of literature research, a manager can determine the appropriate action for a particular situation.

J. Summary

The core understanding of organizational behavior proposed includes the factors that influence how people as individuals and as group members behave in organizations and their influence on organizational structures and systems. The attitudes and behavior of

diverse people in this organization are studied to find solutions on how management can manage the organization effectively.

The management of an organization can be said to be effective if the management functions, which consist of planning, organizing, directing and supervising, are carried out well and precisely.

The manager's role can be classified into three groups of roles, namely interpersonal, informational and decisional. The manager's interpersonal roles include the role of a leader and liaison.

The informational role must be carried out by managers because in practice managers will receive and also provide information. For this activity the role of monitor is to monitor information from outside the organization, the role of disseminator is to disseminate information, and the role of spokesperson is the role of representing the organization before external parties.

Meanwhile, the decision role means that the manager must be able to determine choices regarding various decision alternatives, namely as an entrepreneur, problem solver, resource allocator, and negotiator.

There are so many factors that are considered by the authors as dominant factors in influencing the level of performance that can be achieved by an organization. These factors can be caused by internal organizational factors or external organizational factors. There are those who question equipment, facilities, infrastructure or technology as the dominant factor, there are those who question the quality of human resources owned by an organization, and there are those who question work mechanisms, organizational culture and the effectiveness of leadership in an organization.

The question that arises is not whether organizational theories are useful or not; we have used it every day. The question is whether we can develop our theories by studying and thinking about organizations.

Several fields of science that have contributed to the development of the science of organizational behavior are; psychology, sociology, anthropology, economics, political science and history.

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CHAPTER

INDIVIDUALS IN ORGANIZATIONS

A. Personality and Values

Personality and values are two important aspects in the study of organizational behavior. The following is an explanation of these two concepts, supplemented by views from several experts.

1. Personality

Definition: Personality is a collection of consistent and fundamental characteristics or traits that shape a person's thinking, feeling and behavior patterns. Personality includes aspects that determine how a person interacts with the world around him.

Main Theories:

- a. **Psychoanalytic Theory (Sigmund Freud):** Freud argued that personality consists of three main components: id (instinctive drives), ego (reality), and superego (moral values). According to Freud, the dynamics between these three components shape a person's personality.
- b. **Big Five Theory (Big Five):** This theory states that personality can be explained through five main dimensions, namely:
 - 1) **Neuroticism (Neuroticism):** Level of emotional stability and tendency towards negative emotions.

- 2) **Openness to Experience (Openness to Experience):** Level of curiosity, creativity and interest in new things.
 - 3) **Perseverance (Conscientiousness):** Level of obedience, order, and responsibility.
 - 4) **Extraversion (Extraversion):** Level of social activity, self-confidence, and tendency to seek stimulation from the external environment.
 - 5) **Agreement (Agreeableness):** Level of friendliness, caring, and trust towards others.
- c. **Humanistic Personality Theory (Carl Rogers and Abraham Maslow):**

This approach emphasizes the individual's potential for development and self-actualization. Carl Rogers put forward self-concept and the importance of an environment that supports growth.

Humanistic personality theory is an approach that emphasizes an individual's potential for growth and self-actualization. The two main figures in this theory are Carl Rogers and Abraham Maslow. The following is an explanation and example of humanistic personality theory according to these two experts:

- 1) **Carl Rogers: Self Theory (Self Theory)**
Key Concepts:
 - a) **Self-Concept (Self-Concept):** It is an individual's view of himself, which consists of self-image, ideal self and self-esteem.
 - b) **Self-Actualization (Self-Actualization):** The process by which individuals strive to reach their full potential and become the best version of themselves.
 - c) **Congruent vs. Congruent Experiences**
Incongruent: Congruence occurs when there is

harmony between an individual's experience and his or her self-concept. Incongruence occurs when there is a discrepancy between experiences and self-concept, which can cause discomfort and stress.

Sample case: An employee named John always felt dissatisfied with his work even though he was considered successful by his colleagues. John realized that his current job was not in line with his passion for art. After going through a process of reflection and counseling, John decided to pursue a career as an artist. In this process, John experiences self-actualization, where he achieves harmony between his life experiences and his ideal self-concept.

2) **Abraham Maslow:** Hierarchy of Needs Theory

Key Concepts:

Maslow's Hierarchy of Needs: Maslow arranged human needs in the form of a hierarchical pyramid, starting from basic needs to higher needs. These needs are:

- a) **Physiological Needs:** Basic needs such as food, water and shelter.
- b) **Security Needs:** Protection from physical and emotional harm.
- c) **Social Needs:** Affection, belonging, and social connection.
- d) **Reward Needs:** Achievement, recognition, and respect from others.
- e) **Self-Actualization Needs:** Realization of full potential, creativity, and personal fulfillment.

Sample case: Sarah is an engineer who has worked at a technology company for several years. Early in her career, Sarah focused on meeting physiological and safety needs by obtaining stable employment. Once

he feels safe, he begins to seek out social connections and makes friends at work. After that, he tried to get awards through promotions and recognition for his achievements. Ultimately, Sarah felt called to pursue bigger dreams, such as leading innovative projects that could have a positive impact on society. By doing this, Sarah tries to fulfill her self-actualization needs.

Application in Organizations

The Importance of a Supportive Environment:

- a. **Empathy and Support:** According to Rogers, a supportive environment with empathy, honesty, and unconditional acceptance can help individuals achieve self-actualization.
- b. **Employee Development:** Organizations can create employee development programs that allow them to explore and develop their potential, such as training, mentoring, and opportunities to take on new roles.

The Importance of Meeting Tiered Needs:

- a. **Employee welfare:** According to Maslow, organizations must ensure that employees' basic needs are met before they can focus on higher levels of achievement. For example, providing a safe and healthy work environment, and offering fair compensation.
- b. **Development Opportunities:** Once basic needs are met, organizations can provide opportunities for employees to grow and develop, such as training programs, opportunities for collaboration, and recognition for their achievements.

By understanding and applying humanistic personality theory, organizations can create a work environment that supports employee growth and well-being, which in turn can improve performance and job satisfaction.

2. Values

Definition: Values are beliefs or standards that individuals use to evaluate actions, events, or situations. Values reflect what a person considers important and valuable.

Main Theories:

a. **Schwartz's Theory of Value (Shalom Schwartz):** Schwartz identified ten basic values that are universally recognized. These values are grouped into two main dimensions: openness to change vs. conservatism, and self-improvement vs. transcending the self. The ten basic values are:

1) **Self-Satisfaction (Self-Direction):** Freedom and independence.

Definition: This value reflects independence in thought and action, including creativity, exploration, and personal choice.

- Example: Someone who highly values self-satisfaction might look for a job that offers the freedom to make their own decisions and design their own way of working.

2) **Stimulation (Stimulation):** Adventure and variety.

Definition: This value emphasizes the importance of adventure, change, and challenges in life.

- Example: People who value stimulation may enjoy extreme activities such as skydiving or often seek out new and unusual experiences.

3) **Hedonism (Hedonism):** Enjoyment and happiness.

Definition: This value focuses on the pursuit of personal enjoyment and satisfaction.

- Example: Individuals who value hedonism may frequently engage in activities that provide immediate pleasure, such as fine dining, parties, or entertainment.

- 4) **Achievements:** Success and competence.
Definition: This value reflects the pursuit of personal success through the demonstration of competence in accordance with social standards.
- Example: A person who highly values achievement may work hard to gain professional recognition, promotions, or awards.
- 5) **Power (Power):** Authority and status.
Definition: This value focuses on social status, control, or dominance over other people and resources.
- Example: Individuals who value power may seek to gain positions of leadership or influence within their organizations or communities.
- 6) **Security (Security):** Stability and safety.
Definition: This value emphasizes the importance of safety, stability and harmony both within oneself and in society.
- Example: People who value security may seek stable and safe employment, or participate in activities that improve the safety of their communities.
- 7) **Conformity (Conformity):** Compliance with norms and rules.
Definition: This value reflects self-control in fulfilling social expectations and norms to avoid hurting or disturbing others.
- Example: Individuals who value conformity may always follow society's rules, customs, and expectations.
- 8) **Tradition (Tradition):** Respect for customs and culture.
Definition: This value emphasizes respect for customs, culture and norms inherited by a group or society.

- Example: People who value tradition may celebrate cultural and religious festivals, and maintain the practices and beliefs of their ancestors.

9) **Kindness (Benevolence):** Concern for the welfare of others.

Definition: This value reflects concern for the welfare and interests of those closest to you.

- Example: Individuals who value kindness may often help friends, family, or coworkers, as well as engage in charitable activities.

10) **Universality (Universalism):** Social justice and tolerance.

Definition: This value reflects understanding, tolerance, and protection of the well-being of all people and nature.

- Example: People who value universality may be active in environmental or human rights movements, as well as fighting for social justice and global peace.

Value Dimensions

Schwartz also groups these values into two main dimensions:

a. **Openness to Change vs. Conservatism:**

- **Openness to Change:** Includes the values of self-satisfaction, stimulation, and hedonism, which emphasize freedom, challenge, and enjoyment.
- **Conservatism:** These include the values of security, conformity, and tradition, which emphasize stability, order, and respect for norms.

b. **Self-Improvement vs. Self-Improvement Beyond Self:**

- **Self Improvement:** Includes the values of achievement and power, which emphasize personal ambition and status.

- **Beyond Self:** Including the values of kindness and universality, which emphasize concern for other people and the environment.

By understanding these values, we can better understand the motivations behind individual actions and how these values influence behavior in personal and organizational contexts.

- c. **Hierarchy of Needs Theory (Abraham Maslow):** Although better known as a motivation theory, Maslow's hierarchy of needs also reflects the values that an individual prioritizes. These needs include physiological needs, safety, love and belonging, self-esteem, and self-actualization.

The Influence of Personality and Values in Organizations

- a. **Personality:**

- Personality influences how individuals behave and interact with others in the workplace.
- The Big Five dimensions, for example, are often used in recruitment and selection to determine a candidate's suitability for a particular job.
- Personality also influences leadership styles, how decisions are made, and how individuals manage stress.

- b. **Values:**

- An individual's values influence their priorities and goals at work.
- Alignment between individual values and organizational culture can increase job satisfaction, commitment, and performance.
- Values conflict can occur when individual values do not align with the values of the organization, which can lead to dissatisfaction and turnover.

Understanding employee personalities and values can help managers manage teams more effectively, create a positive work environment, and increase productivity and job satisfaction.

3. Attitudes and Job Satisfaction

Attitude and job satisfaction are two important concepts in the study of organizational behavior. The following is an explanation of both, including definitions, key elements, and factors that influence them.

Attitude

Definition: Attitude is an individual's evaluation or assessment of certain objects, people, or events. Attitudes include emotional, cognitive, and behavioral components that influence how a person responds to the environment around them.

Attitude Components:

- a. **Cognitive Component:** Contains an individual's beliefs or perceptions about the attitude object.
Example: "I believe this job offers good career development opportunities."
- b. **Affective Component:** Contains individual feelings or emotions towards the attitude object.
Example: "I feel good about my current job."
- c. **Behavioral Components:** Contains an individual's tendency or intention to act towards an attitude object.
Example: "I would recommend this company to my friends."

Types of Attitudes in Organizational Context:

- a. **Job Involvement:** The degree to which individuals view their work as an important part of their identity.
- b. **Organizational Commitment:** An individual's emotional attachment to their organization and their desire to remain part of the organization.

- c. **Employee Engagement (Employee Engagement):** The level of enthusiasm and dedication shown by employees towards their work.

Job satisfaction

Definition: Job satisfaction is the level of comfort or satisfaction felt by individuals with their work. It reflects the extent to which a person's expectations are met by their work.

Dimensions of Job Satisfaction:

- a. **The Job Itself:** Level of satisfaction with the nature of the job itself, including duties and responsibilities.
- b. **Wages:** Satisfaction with financial compensation received.
- c. **Work colleague:** Satisfaction with social relationships and cooperation with coworkers.
- d. **Working Conditions:** Satisfaction with the physical environment and workplace facilities.
- e. **Supervision:** Satisfaction with management style and support provided by superiors.

Theories of Job Satisfaction:

- a. **Herzberg's Two Factor Theory:** States that there are two groups of factors that influence job satisfaction:
 - **Motivating Factors:** Factors that increase job satisfaction (e.g., accomplishments, recognition, the job itself).
 - **Hygiene Factors:** Factors that prevent job dissatisfaction but do not increase job satisfaction if present (e.g., salary, company policies, working conditions).
- b. **Equality Theory (Equity Theory):** States that job satisfaction depends on an individual's perception of fairness or equality in the workplace. Employees are satisfied if they feel they are treated fairly in terms of compensation and rewards compared to others.
- c. **Job Characteristics Model:** States that jobs that have certain characteristics, such as skill variety, task identity,

task significance, autonomy, and feedback, tend to produce higher job satisfaction.

Factors Influencing Attitudes and Job Satisfaction

- a. **Job Characteristics:** Work that is challenging, meaningful, and provides autonomy and positive feedback usually increases job satisfaction.
- b. **Compensation:** Fair and competitive pay and benefits play an important role in determining job satisfaction.
- c. **Work relationship:** Positive relationships with coworkers and superiors can increase positive attitudes and job satisfaction.
- d. **Work environment:** Physical conditions and facilities in the workplace also influence job satisfaction.
- e. **Development Opportunities:** Opportunities to develop and advance in a career contribute to job satisfaction.
- f. **Management Style:** Support and effective leadership style from management can influence attitudes and job satisfaction.

Impact of Attitudes and Job Satisfaction

- a. **Work Performance:** Satisfied employees tend to have better performance.
- b. **Absence and Turnover:** Low job satisfaction is often associated with high levels of absenteeism and turnover.
- c. **Health and Wellbeing:** High job satisfaction is associated with better psychological well-being and health.
- d. **Organizational Commitment:** Satisfied employees tend to be more loyal and committed to their organization.

By understanding job attitudes and satisfaction, organizations can develop strategies to improve employee well-being, which in turn can improve overall organizational performance.

CHAPTER



PERCEPTION AND INDIVIDUAL DECISION MAKING

A. Perception

What is perception?

1. The process of organizing and interpreting
2. Impressions captured by the senses
3. To give meaning to the environment

Definition of perception according to experts:

1. Stephen P. Robbins
Perception is the process by which individuals organize and interpret their sensory impressions to provide meaning to their environment.
2. Jalaluddin Rakhmat
Perception is the experience of objects, events, or relationships obtained by inferring information and interpreting messages.
3. WJ Bootzin, R. Bower, R. Crothers, E. Loftus
Perception is the process by which individuals select, organize, and interpret their sensory information into a coherent and meaningful picture of the world.

4. Irwanto
Perception is the process of receiving, interpreting and giving meaning to stimuli or stimuli received by the sensory organs.
5. Gregory
Perception is the mental construction of sensory stimuli that occurs indirectly through inference.
6. Bimo Walgito
Perception is a process that is preceded by sensing, namely the process of receiving a stimulus by the sensory organs which is then transmitted to the brain, which is the process to the next stage, namely perception.
7. Gibson
Perception is the process of detecting relevant environmental information that is directly available in a stimulus without requiring additional construction by the brain.

B. What factors influence perception?

1. Perceivers
The perceiver factor in perception refers to the characteristics of individuals that influence the way they perceive, understand, and interpret the world around them. Perception is the process by which individuals organize and interpret stimuli from their environment to provide meaning to their world. The following are several perceiver factors that can influence perception:
 - a. Experience and Knowledge
A person's past experiences and knowledge greatly influence the way they view certain situations or objects. For example, a doctor will view the symptoms of a disease in a different way than a lay person.

- b. **Motivation**
A person's desires, needs, and goals can influence their perceptions. For example, someone who is hungry will pay more attention to information related to food.
- c. **Expectation**
Expectations or anticipation about what will happen can shape a person's perception. If someone expects a certain outcome, they may be more likely to perceive things as meeting their expectations.
- d. **Personality**
Individual personality traits, such as optimism or pessimism, may also influence their perceptions. For example, optimistic people may tend to perceive situations in a more positive way.
- e. **Mood and Emotions:**
A person's emotional state at any given moment can influence how they perceive and interpret information. Strong emotions, such as anger or excitement, can distort perception.
- f. **Social and Cultural Context:**
A person's cultural and social background can shape the way they view the world. Cultural norms, values, and beliefs influence individual perceptions.
- g. **Physiological Limitations:**
Physical factors, such as visual or hearing impairments, can influence how a person receives and interprets information from their environment.
- h. **Cognition and Mental Processes:**
A person's way of thinking and cognitive abilities, such as attention, memory, and problem-solving abilities, also play an important role in perception.

Overall, perceiver factors are very important because they influence how individuals understand and react to the world

around them. Understanding these factors can help in a variety of fields, including psychology, communications, education, and management.

2. Target

Target factors in perception refer to the characteristics of the object, person, or situation being observed and how these factors influence the way they are perceived by an observer. This target factor plays an important role in the perception process because the characteristics of the target can attract attention and give rise to certain interpretations. Here are some target factors that influence perception:

a. Uniqueness (*Distinctiveness*)

Targets that have unique or salient characteristics are more likely to be noticed and perceived differently compared to familiar or common targets. For example, someone with a very different physical appearance in a crowd will be more easily noticed.

b. Novelty (*Novelty*)

Something new or unusual tends to attract more attention. For example, advertisements with very creative or unusual elements will attract more consumers' attention.

c. Movement (*Motion*)

Moving objects are easier to notice than stationary ones. For example, someone moving around in a still room will be easier to notice.

d. Size (*Size*)

Larger objects tend to be easier to notice and more dominant in a person's perception compared to smaller objects.

e. Contrast (*Contrast*)

A striking difference between the target and the background will make the target easier to see. For example, light colored text on a dark background is easier to read.

- f. Repetition (*Repetition*)
Targets that appear or are repeated frequently are easier to notice and remember. For example, advertising slogans that are often repeated will be easier for consumers to remember.
- g. Familiarity (*Familiarity*)
Objects or people that are familiar to the observer will be easier to recognize and understand. For example, a friend's face will be easier to recognize in a crowd.
- h. Proximity (*Proximity*)
Objects that are close to the observer are easier to notice and analyze than those that are far away. For example, objects that are closer on a work desk will be noticed more often.
- i. Complexity (*Complexity*)
Targets that are complex or have a lot of detail may attract more attention because they require more cognitive effort to understand. For example, an image with a lot of detail will attract more attention than a simple image.

Target factors are important in perception because they help determine how and why we attend to certain objects and not others. Understanding these factors can help in a variety of practical applications, such as product design, marketing, communications, and human resource management, where it is important to understand how people perceive various elements around them.

3. Situation/Context

Situation or context factors in perception refer to the circumstances or environment in which the perception process occurs and how these factors influence the way a person perceives and interprets information. Context plays an important role because it can provide additional clues that help individuals interpret information more accurately or lead to certain biases.

The following are some elements of the situation or context that influence perception:

- a. **Physical Environment**
The physical conditions of the place where perception occurs, such as lighting, noise, temperature, and room layout, can influence perception. For example, poor lighting can make it difficult to see and recognize objects clearly.
- b. **Social Environment:**
The presence and interaction with other people can influence how we perceive situations or objects. For example, a person's perception of an event may be different if they are in a group of friends than if they are alone.
- c. **Time Context:**
The time at which perception occurs is also important. For example, perceptions of safety may be different during the day compared to night.
- d. **Cultural Context**
The underlying cultural norms, values, and beliefs of a society can influence how information is perceived. For example, certain symbols may have different meanings in different cultures.
- e. **Recent Experience**
A person's recent experiences can influence their perception of the current situation. For example, if someone has just watched a horror movie, they may be more alert and easily frightened by sounds or shadows around them.
- f. **Situational Expectations**
Expectations or anticipations about what should happen in a particular context can shape perceptions. For example, someone might perceive service at a luxury restaurant differently from service at a fast food restaurant.

- g. **Goals and Activities Being Carried Out**
What an individual is doing or attempting to do at a particular moment also influences perception. For example, a runner who is focused on a running track may pay less attention to the surrounding scenery than someone who is taking a leisurely walk.
- h. **Contextual Information**
Additional clues or information available in certain situations can help interpret the information better. For example, a text can be more easily understood if there are pictures or diagrams that support the explanation.
- i. **Crisis or Urgent Situation:**
In stressful or emergency situations, a person's perception can become sharper or, conversely, more limited due to the stress and pressure experienced.

Overall, situational or contextual factors are very important in perception because they provide background and additional information that helps individuals interpret what they see, hear, or feel. Understanding these factors can help in a variety of practical applications, including in work environment design, marketing, communications, and social interactions.

C. Attribution Theory

- 1. **Person Perception & Judging others**
Person Perception, Application of perception theory to organizational behavior, namely how a person perceives other people within the scope of the organization
Everyone has beliefs, motives, intentions when observing someone, we try to understand WHY he or she behaves in a certain way. Attribution theory – tries to explain why we judge people differently. When we observe someone's behavior, we try to determine whether the behavior is driven by internal or external

factors. Internal behavior is behavior that can be controlled by the individual concerned. External behavior is behavior that arises due to environmental pressure.

Internal – external determination will be influenced by:

- a. *Distinctiveness* – do individuals show different behavior in different situations?
 - 1) We consider unusual behavior to be external influences
 - 2) We consider consistent behavior to be an internal influence
 - b. *Consensus* – do individuals in the same situation exhibit the same behavior?
 - 1) Behavior equal to high consensus of external influence
 - 2) Unequal behavior low consensus internal influence
 - c. *Consistency* – does the individual demonstrate behavior consistently across situations?
 - 1) Behavior varies low consistency of external influence
 - 2) Behavior remains high consistency internal influence
2. *Errors & Biases in Attributions*
- a. Fundamental attribution error
 - 1) Underestimating/ignoring the influence of external factors
 - 2) Exaggerating the influence of internal factors
 - b. Self-serving bias
 - 1) Linking success to internal factors
 - 2) Attributing failure to external factors
 - 3) Interpret ambiguous information as praise, accept positive feedback, & reject negative feedback
 - c. Notes from cultural differences: Responsibility for group failure
 - 1) *Korean managers* – taking responsibility for group failures
 - 2) *Asian managers* – blaming the institution or organization as a whole

- 3) *Western observers* – responsibility for failure/success of the group must be assumed by the manager

Shortcuts in judging people

- a. What are the advantages and disadvantages of using shortcuts in judging others?
- b. Kinds:
 - 1) *Selective perception*- certain characteristics that make the object of perception salient will increase the likelihood of our perception – because it is impossible for us to assimilate all the stimuli we receive. Our selection is based on interests, background, experience and attitudes
 - 2) *Halo effect*- draw conclusions about an individual on the basis of one particular characteristic of intelligence, friendliness, appearance, etc.
 - 3) *Contrast effects*-evaluation of an individual's characteristics as influenced by comparisons with other recently encountered individuals who rank higher or lower on the same characteristics
 - 4) *Stereotyping*- assessment of individuals based on our perception of the group to which the individual belongs
- c. Application in organizations:
 - 1) Job interview
 - 2) Expectations of performance – self-fulfilling prophecy & pygmalion effects
 - 3) Performance evaluation

D. Perception & Individual Decision Making

1. Decision–choice of two/more alternatives as a response to the problem faced–das sein \neq das sollen the determination is different for each individual–influenced by perception

2. Decisions are preceded by interpretation and evaluation of information. Determining relevant information is influenced by perception
3. Determining alternative decisions to evaluate the strengths & weaknesses of each alternative is influenced by perception

E. Decision Making in Organizations

1. The Rational Model
A decision-making method that describes how individuals SHOULD act to maximize the results obtained.
2. Bounded Rationality
A decision-making method that uses simplified constructs to extract the essential features of the problem without involving the complexity of the problem itself. Key words that are often used in this method are satisfactory, sufficient, acceptable, good-enough.
3. Intuition
A method of decision making that is carried out through an unconscious process that is based on filtered experience. This method often involves emotions.

F. Biases & Errors in Decision Making

1. *Overconfidence Bias*– overly optimistic decisions taken by individuals with low levels of intellectual and interpersonal skills
2. *Anchoring Bias*– tendency to stick to initial information and not be able to adjust decisions to subsequent information, persuasion, salary negotiations
3. *Confirmation Bias*– the result of selective perception – seeks information that confirms past decisions & does not take into account information that contradicts past decisions

4. *Availability Bias*– the tendency to make judgments based on information immediately available in performance appraisals can conflict with anchoring bias
5. *Escalation of Commitment*– the tendency to persist with decisions that have been taken even though they are clearly not the right investment of time and energy; tends to be made by decision makers with a rational model & feels themselves responsible for the decision
6. *Randomness Error*– the tendency to believe that individuals can predict the outcome of random events superstitious behavior – assigning meaning to random events
7. *Risk Aversion*– the tendency to choose certain things over risky outcomes (playing it safe) holding on to past decisions; Stressful situations will make risk preferences stronger
8. *Hindsight Bias*– the tendency to believe that outcomes can be accurately predicted in advance when the outcome of a decision is known reduces the ability to learn from the past

G. Influences in Decision Making

1. Individual Differences
 - a. Personality
 - b. A person's personality has a significant influence on the individual's decision-making process. Personality includes various aspects of psychological characteristics and behavior that are consistent and predictable over time. Here are some of the main ways in which personality influences decision making
 - c. Risk Orientation:
 - Bold Type (Risk-Seeking) Personality: People with a risk-seeking personality may be more willing to make high-risk decisions with the potential for large rewards.

- Risk-Averse Personality Type: People who tend to avoid risks will make more conservative decisions and choose options with lower risks even if the rewards are smaller.
2. Need for Certainty:
 - High Neuroticism: People with high levels of neuroticism may be more anxious and hesitant in making decisions because they need more certainty and tend to focus on possible negative outcomes.
 - Emotional Stability: Emotionally stable individuals are better able to deal with uncertainty and make decisions with confidence.
 3. Self-control(*Self-Control*):
 - High Level of Self-Control: People with good self-control tend to be more thoughtful and consider the long-term consequences of their decisions.
 - Low Level of Self-Control: Individuals lacking in self-control may be more impulsive and make quick decisions without considering long-term consequences.
 4. Extroversion vs. Extroversion Introversion:
 - Extrovert: Extroverts may prefer making decisions that involve social interaction or that require quick action, tending to be more confident in decision making.
 - Introvert: Introverts may prefer to analyze situations in depth and consider all options before making a decision.
 5. Orientation towards Achievement:
 - High Need for Achievement: Individuals with a strong drive for achievement tend to make decisions aimed at achieving specific goals and achievements.
 - Low Need for Achievement: Those who are less achievement oriented may be more likely to avoid competitive or challenging situations.

6. Awareness (Conscientiousness):
 - High Conscientiousness: Conscientious and responsible people tend to make decisions that are mature, organized, and based on available information.
 - Low Conscientiousness: Less conscientious individuals may make more haphazard and less structured decisions.
7. Openness to Experience (Openness to Experience):
 - High Openness: Individuals who are open to new experiences tend to make innovative decisions and are willing to try new things.
 - Low Openness: Those who are less open to new experiences may be more conservative and reluctant to change.
8. Type A vs. Type B Personality Type B:
 - Type A: Individuals with a type A personality, who tend to be competitive, hasty, and ambitious, may make decisions quickly and prefer to be in control of situations.
 - Type B: Those with a type B personality who are more relaxed, less competitive, and more patient may take more time to consider decisions.

Understanding how personality influences decision making can be useful in a variety of contexts, including human resource management, self-development, and psychological consulting. By being aware of these influences, individuals can work to optimize their decision-making processes and make better choices according to their goals and situations.

Gender

Experts from various fields, such as psychology, sociology, and management, have researched how gender can influence individual decision making. The following are several explanations from an expert perspective regarding the influence of gender in decision making:

1. **Evolutionary Psychology:**
According to evolutionary psychology theory, differences in decision making between men and women can be traced back to different evolutionary roles. For example, men who over evolutionary history have been more involved in hunting and protection may be more likely to take risks, while women who have been more involved in caregiving and resource management may be more careful and strategic in their decision making.
2. **Social Psychology:**
Alice Eagly: Researchers such as Alice Eagly have shown that social norms and traditional gender roles influence decision-making behavior. For example, men are often expected to be assertive and brave, which can encourage them to take more risks. In contrast, women may be encouraged to take other people's feelings into greater consideration and be more collaborative in their decisions.
3. **Gender Stereotypes:**
Gender stereotypes can also influence self-perception and behavior. Women who are aware of the stereotype that they are more emotional may strive to demonstrate rationality in decision making, while men may emphasize strength and decisiveness.
4. **Neuroscience:**
Research in neuroscience shows that biological differences in brain structure and function between men and women can influence decision making. For example, some studies show that women tend to have greater activity in areas of the brain associated with emotion and empathy, which may influence their approach to decision making involving social and emotional considerations.

5. Management and Leadership Theory:
 - a. Leadership Style:

Research by management experts shows that women tend to use a more participative and collaborative leadership style, while men may be more likely to use an authoritative leadership style. This is reflected in the way they make decisions at work.
 - b. Involvement in Team:

Women are often more inclusive and consider a variety of views before making decisions, which can make the decision-making process slower but more comprehensive.
6. Economics and Finance:

Risk Taking: Studies in economics and finance show that women tend to be more conservative in investment and financial decisions than men. This is often associated with women's tendency to be more careful and avoid major risks.
7. Clinical and Counseling Psychology:

The Influence of Emotions: Clinical psychologists note that women may be more connected to their emotions and use intuition in decision making, while men may be more detached from their emotions from the decision-making process. This may affect the way they deal with stressful or conflict situations.
8. Education and Personal Development:

Role of Education: Education and socialization play an important role in shaping the way men and women make decisions. Educational programs that teach critical thinking and decision-making skills can help reduce gender differences in decision-making.

Overall, experts agree that while there are some general differences in how men and women make decisions, factors such as personality, individual experience, and situational context also play a major role. Respecting individual variations and avoiding overgeneralization

is important in understanding the influence of gender on decision making.

Mental ability

Mental abilities influence decision making:

1. Cognitive Psychology:

General Intelligence (g factor): According to the theory of general intelligence, developed by Charles Spearman, general cognitive ability (known as the g factor) plays an important role in decision making. People with high cognitive abilities tend to be better at analyzing information, evaluating options, and making informed decisions because they can process information more efficiently and accurately.

Information Processing Theory: Cognitive psychologists such as Daniel Kahneman and Amos Tversky have shown that cognitive abilities influence how people process information and make decisions. Those with higher mental abilities are more likely to use analytical and systematic processing (System 2), while those with lower mental abilities may rely more on intuition and heuristics (System 1).

2. Educational Psychology:

Role of Education: Education experts emphasize that mental abilities can be improved through education and training. The ability to think critically, solve problems, and make good decisions can be strengthened through learning experiences designed to develop cognitive skills.

3. Neuroscience:

Brain Function and Decision Making: Neuroscientific research shows that various areas of the brain associated with executive function, such as the prefrontal cortex, are critical in decision making. Higher mental abilities are often associated with more efficient functioning of these areas, allowing individuals to consider more factors, plan actions, and control impulses.

4. **Personality Theory and Differential Psychology:**
Correlation with Personality: Research by experts such as Robert McCrae and Paul Costa shows that there is a relationship between mental ability and certain aspects of personality, such as openness to experience. Individuals with high mental abilities tend to be more open to new experiences and are better at managing complex information, which influences their decision making.
5. **Economics and Decision Making Theory:**
Bounded Rationality Theory: Herbert Simon, an economist and psychologist, suggested that mental abilities influence the limits of an individual's rationality. In decision making, individuals are not always able to process all available information and make completely rational decisions. People with higher mental abilities tend to have a greater capacity for approaching rationality in their decision making.
6. **Clinical Psychology:**
Influence of Mental Health Conditions: Clinical psychologists point out that mental disorders such as depression, anxiety, or cognitive disorders can affect mental abilities and, consequently, decision making. Individuals with this condition may have difficulty processing information, assessing risk, and making optimal decisions.
7. **Environmental and Genetic Influences:**
Genetic and Environmental Factors: Psychologists such as Robert Plomin have researched how genetic and environmental factors influence mental abilities. The combination of these factors can determine the extent to which individuals can develop the cognitive skills important for decision making.

Overall, experts agree that mental abilities play an important role in individual decision making. People with higher mental abilities tend to be better at analyzing complex situations, considering various options, and making better decisions. However, mental ability is

not the only factor that influences decision making; factors such as emotions, personality, experiences, and situational context also play a role.

Cultural differences

The influence of cultural differences on decision making:

1. *Hofstede's Cultural Dimensions Theory:*

Individualism vs. Collectivism: According to Geert Hofstede, individualistic cultures (such as those in the United States) tend to promote decision making that is more autonomous and based on self-interest. In contrast, collectivistic cultures (such as in Japan) place greater emphasis on making decisions that consider group interests and consensus.

Avoidance of Uncertainty: Cultures with high levels of uncertainty avoidance (such as Greece) tend to be more cautious and risk-averse in decision making. Meanwhile, cultures with low levels of uncertainty avoidance (such as Singapore) are more open to risk and change.

Power Distance: In cultures with high power distance (such as Malaysia), decisions are often made by individuals in positions of high authority and are rarely questioned. In cultures with low power distance (such as Denmark), decision making is more participatory and egalitarian.

2. *Triandis' Cultural Syndromes:*

Harry Triandis suggests that culture can be characterized by cultural syndromes such as individualism, collectivism, and hierarchy. For example, in collectivistic cultures, decisions are often made with group welfare and social harmony in mind, while individualistic cultures focus more on personal gain and individual achievement.

a. *Trompenaars' Seven Dimensions of Culture:*

Fons Trompenaars identified seven cultural dimensions that influence decision making, including universalism

vs. universalism. particularism, specific vs. diffuse, and achievement vs. ascription. For example, in universalistic cultures, decisions are based on general principles and rules, whereas in particularistic cultures, decisions are more influenced by specific relationships and situations.

b. GLOBE Study:

Global Leadership and Organizational Behavior Effectiveness (GLOBE) Project: This study identifies nine cultural dimensions that influence leadership and decision making, including future orientation, gender egalitarianism, and performance orientation. For example, in cultures with high future orientation (such as Singapore), decision making tends to be more strategic and long-term, while in cultures with low future orientation (such as Russia), decisions focus more on short-term outcomes.

c. Cross-Cultural Psychology:

Richard Nisbett: In his book "The Geography of Thought," Nisbett suggests that Westerners tend to think analytically, focusing on objects and their properties separate from context. In contrast, Eastern people tend to think holistically, paying attention to the relationship between objects and their context. This influences how they approach decision making, with Westerners more likely to make decisions based on logical rules and Easterners more likely to consider context and interpersonal relationships.

d. Sociology and Anthropology:

Clifford Geertz: This anthropologist emphasized the importance of understanding symbols and meaning in a cultural context. The way people interpret information and make decisions is greatly influenced by the cultural meanings they hold. For example, in some cultures, business decisions may be influenced by religious traditions and values.

e. Economic Psychology:

Behavioral Economics: Experts such as Dan Ariely point out that economic decisions are not always rational and are influenced by cultural and social norms. For example, in cultures where saving is an important value, individuals may be more likely to make prudent financial decisions and avoid debt.

Overall, experts agree that culture has a major influence on individual decision making. Cultural differences influence the values, norms, and ways of thinking that shape how individuals view problems, evaluate options, and make choices. Understanding these cultural influences is important for improving cross-cultural communication, international cooperation, and global organizational effectiveness.

Organizational constraints

1. Performance evaluation–Managers are strongly influenced by the criteria used to assess themselves
2. Reward systems–decisions are taken with make choices that bring greater compensation
3. Formal regulations –The larger the organization, the stricter the rules tend to be to ensure individuals take action in the same way
4. System-imposed time constraints –Decisions must be made within a clear time limit
5. Historical precedents –The majority of decisions taken today are the result of decisions taken in the past

H. Ethics in Decision Making

Three Ethical Decision Criteria

1. Utilitarianism –decisions made by considering the results are made to provide benefits for the larger group (efficiency, productivity and high profits)

2. Human rights – decisions made must be consistent with human rights/basic rights. These criteria protect the basic rights of individuals, such as whistle-blowers
3. Fairness – decisions that promote and enforce rules fairly & impartially regarding costs and benefits

CHAPTER IV LEADERSHIP

A. Leadership Theories and Styles

Leadership is the process of influencing and directing others to achieve organizational goals. Various leadership theories and styles have been developed to understand how effective leadership can be achieved. The following is an explanation of several main leadership theories and styles.

Leadership theory has developed through contributions from various thinkers and researchers throughout history. No one individual can be called the sole originator of leadership theory, because the concept of leadership has been explored and developed by many experts from various scientific disciplines. However, several important figures who have made significant contributions to the development of leadership theory include:

1. Max Weber (1864-1920)
 - a. **Contribution:** Weber was a German sociologist who developed the concepts of charismatic leadership and rational-legal authority. He distinguishes between three types of authority: traditional, charismatic, and rational-legal.
 - b. **Influence:** His work provides a basis for understanding various forms of authority and leadership in organizations.

2. Kurt Lewin (1890-1947)
 - a. **Contribution:** Lewin was a psychologist known for his research on leadership styles. He identified three main leadership styles: autocratic, democratic, and laissez-faire.
 - b. **Influence:** This model is still used to understand various leadership approaches and their impact on groups.
3. Ralph Stogdill (1904-1978)
 - a. **Contribution:** Stogdill was a psychologist who conducted important research on the trait theory of leadership. He found that there was no one consistent set of traits that made someone an effective leader.
 - b. **Influence:** His research led to the understanding that leadership also depends on the situation and interactions between leaders and followers.
4. Fred Fiedler (1922-2017)
 - a. **Contribution:** Fiedler was a psychologist who developed the Contingency Theory of Leadership. He emphasized that leadership effectiveness depends on the particular situation and the relationship between leadership style and work situation.
 - b. **Influence:** The theory helps in understanding that there is no one leadership style that fits all situations.
5. Paul Hersey (1931-2012) and Ken Blanchard (born 1939)
 - a. **Contribution:** Hersey and Blanchard developed the Situational Leadership Theory which states that leaders must adapt their leadership style based on the readiness and maturity of followers.
 - b. **Influence:** This model is very useful in the context of leadership training and development.
6. James MacGregor Burns (1918-2014)
 - a. **Contribution:** Burns was a historian and political scientist who introduced the concept of transformational leadership.

He differentiates between transactional and transformational leadership.

- b. **Influence:** Transformational leadership theory has become very influential in modern leadership studies.
7. Bernard Bass (1925-2007)
 - a. **Contribution:** Bass expands the concept of transformational leadership developed by Burns. It identifies specific characteristics and behaviors of transformational leaders.
 - b. **Influence:** His work became the basis for the development of measurement and assessment models of transformational leadership.
 8. Victor Vroom (born 1932) and Philip Yetton
 - a. **Contribution:** Vroom and Yetton developed the Vroom-Yetton Decision Making Model which emphasizes the importance of the situation in determining an effective leadership style.
 - b. **Influence:** This model helps in understanding how leaders can make effective decisions based on context and follower participation.

Conclusion

The study of leadership has been influenced by many thinkers and researchers from various disciplines. Their contributions have helped in developing a more comprehensive understanding of what makes leaders effective in a variety of situations.

B. Leadership Theory

1. Trait Theory

Key Concepts: This theory argues that effective leadership is based on certain traits inherent in individuals.

Main Properties:

- Confidence
- Integrity
- Intelligence
- Courage
- Interpersonal skills

Explanation: According to this theory, individuals who possess these traits are more likely to be effective leaders. However, critics of this theory state that not all of these traits are present in every successful leader and traits alone are not enough to explain effective leadership.

2. Behavioral Theory

Key Concepts: This theory focuses on the observable behavior of leaders and how these behaviors influence leadership effectiveness.

Two Main Categories:

- Task-Oriented Leadership:** Emphasizes achieving goals and completing tasks.
- People-Oriented Leadership:** Emphasizes interpersonal relationships and team well-being.

Explanation: This theory states that leaders can be trained to adopt certain behaviors that will increase their effectiveness.

3. Contingency Theory

Key Concepts: This theory states that leadership effectiveness depends on the particular situation and that no one leadership style is suitable for all situations.

Fiedler Models:

- **Leader-Member Relationship:** The level of trust and respect between leaders and members.
- **Task Structure:** The extent to which the tasks that need to be performed are structured and clear.

- **Position Strength:**The level of power a leader has is based on their formal position in the organization.

Explanation:According to Fiedler’s model, task-oriented leaders are more effective in very favorable or very unfavorable situations, while relationship-oriented leaders are more effective in moderate situations.

4. Situational Leadership Theory

Key Concepts:This theory proposes that leaders should adapt their leadership style based on the level of readiness and maturity of followers.

Hersey and Blanchard’s model:

- **Teaching (Telling):**The leader gives specific instructions and supervises the implementation of tasks.
- **Selling:**Leaders provide direction, but also explain decisions and support followers.
- **Participating:**Leaders encourage follower participation in decision making.
- **Delegating:**Leaders give full responsibility and trust to followers.

Explanation:Leadership style must be adapted to the level of competence and commitment of followers to achieve optimal effectiveness.

5. Transformational Leadership Theory

Key Concepts:This theory emphasizes leadership that inspires and motivates followers to achieve major changes and improve their performance.

Characteristics of Transformational Leaders:

- **Charismatic:**Convey an interesting and inspiring vision.
- **Intellectual Stimulation:**Encourage innovation and critical thinking.
- **Individual Considerations:**Provide attention and support to individual followers.

- **Inspirational Motivation:**Inspire and motivate followers to achieve higher goals.

Explanation:Transformational leaders create a strong vision and motivate followers to commit to change and achieving higher goals.

C. Leadership Style

1. Autocratic Leadership

Explanation:Leaders make their own decisions without consulting team members. This style is effective in emergency situations or when quick decisions are needed.

Excess:

- Quick decision.
- Clear structure.

Lack:

- Lack of participation and motivation of team members.
- Low potential for creativity.

2. Democratic Leadership

Explanation:Leaders involve team members in the decision-making process. This style increases participation and job satisfaction.

Excess:

- High participation and engagement.
- Increase job satisfaction and motivation.

Lack:

- Slower decision-making process.
- Potential conflict in decision making.

3. Laissez-Faire Leadership

Explanation:The leader gives complete freedom to team members to make decisions and organize their own work.

Excess:

- Increase innovation and creativity.
- High independence.

Lack:

- Lack of direction and supervision.
- Potential chaos and lack of coordination.

4. Charismatic Leadership

Explanation: Leaders use charisma and personal charm to inspire and motivate followers.

Excess:

- Inspire and motivate followers.
- Increase commitment and loyalty.

Lack:

- Dependence on the leader.
- Risk of abuse of power.

5. Transactional Leadership

Explanation: Leaders use rewards and punishments to motivate followers and achieve desired performance.

Excess:

- Clear structure of rewards and punishments.
- Effective in achieving short-term goals.

Lack:

- Lack of long-term inspiration and motivation.
- Potential for low job satisfaction.

By understanding various leadership theories and styles, leaders can choose the approach that best suits their organization's situation and needs, and increase their leadership effectiveness.

CHAPTER V

FUNDAMENTALS OF GROUP BEHAVIOR

A. Definition & Classification of Groups

Groups consist of two or more people, interacting and interdependent, who join to achieve specific goals. There are groups that are formal and informal.

Group classification:

- command group
- task groups
- interest groups
- friendship group

B. Reasons For Forming A Group

Social Identity Theory

An individual's view when he estimates that he is part of a group. Social Identity Theory (SIT), or Social Identity Theory, is a theory that explains how a person's identity is influenced by their membership in a particular social group. Introduced by Henri Tajfel and John Turner in 1979, this theory provides insight into how and why people identify

themselves with certain groups and how this identification influences their attitudes and behavior. The following is an in-depth explanation of Social Identity Theory:

1. Main Components of Social Identity Theory

a. Social Categorization

The process by which individuals classify themselves and others into various categories or groups (e.g., race, gender, religion, sports teams). These categories help individuals understand and organize their social environment.

For example, someone might identify themselves as a “doctor,” “woman,” or “soccer fan.”

b. Social Identification

The process by which individuals adopt a group identity as part of their own identity. This includes the adoption of group norms, values, and behavior.

Identification with a particular group provides a sense of belonging and increases self-esteem because the group provides support and social validation.

c. Social Comparison

After identifying with a particular group, individuals tend to compare their group with other groups. This process aims to increase self-esteem by assessing their group (ingroup) as better than other groups (outgroup).

These comparisons can result in prejudice and discrimination against outgroups if individuals feel the need to maintain or improve the status of their own group.

2. The Impact of Social Identity Theory

a. Increased Self-Esteem

Identifying with a group that has high status or is socially respected can increase an individual's self-esteem. People tend to seek membership in respected groups to enhance their self-image.

- b. **Prejudice and Discrimination**
The process of social comparison can lead to prejudice and discrimination against other groups. Individuals may feel the need to maintain or improve their group's status by denigrating other groups.
 - c. **Ingroup Solidarity**
Identification with a particular group increases group solidarity and cohesion. This strengthens social support among group members and increases cooperation within the group.
 - d. **Intergroup Conflict**
Strong identification with a particular group can lead to conflict with other groups, especially if there is competition or threats to the group's status. For example, competition between supporters of different sports teams or conflicts between ethnic groups.
3. **Application of Social Identity Theory**
- a. **Organization and Management:**
In the workplace, social identity can influence team dynamics, job satisfaction, and performance. Creating a strong organizational identity can increase employee loyalty and productivity.
 - b. **Education:**
In educational settings, understanding students' social identities can help teachers manage classroom dynamics and reduce conflict between groups.
 - c. **Political:**
Social identity plays a large role in politics, with people often supporting parties or candidates that they feel represent their group identity.
 - d. **Mental Health:**
Identifying with a particular support group (e.g., patient support group) can provide important emotional and social

support for individuals facing illness or mental health problems.

4. Example of Social Identity Theory

a. Sports Teams:

Sports fans often identify strongly with their teams. Team success can increase their self-esteem, while defeat can damage their self-esteem.

b. Organization Membership:

Employees who strongly identify with their company tend to be more motivated and more productive.

c. National Identity:

People often identify with their country. This can be a source of pride (e.g., a country's achievements in international sports) or conflict (e.g., extreme nationalism).

d. Social Identity Theory provides a powerful framework for understanding how individuals' identities are shaped by social groups and how this influences their behavior and social interactions.

e. Ingroup favoritism

All members in an individual group will look much 'better/special' than others, while non-group members will look ordinary

C. Stages of Group Formation

Group formation is a dynamic process involving various stages of development, from formation to dissolution. One of the best-known models to explain these stages is the "Tuckman's Stages of Group Development" model, proposed by Bruce Tuckman in 1965. This model consists of five stages:

1. Forming (Establishment)

- a. **Description:** At this stage, group members gather and start to get to know each other. They try to understand the

purpose of the group, the role of each member, and the basic rules that will be followed.

b. **Characteristics:**

- **Orientation:** Members focus on understanding the task and group structure.
- **Anxiety and Anticipation:** There is a feeling of anxiety and anticipation about how the group will function.
- **Dependence:** Members rely heavily on leaders or more dominant members for guidance and direction.

2. Storming (Upheaval)

a. **Description:** This stage is often characterized by conflict and tension as group members begin to express different opinions and ideas. This is the phase where group members struggle to establish their positions and roles.

b. **Characteristics:**

- **Conflict:** The emergence of disputes and tensions between group members.
- **Challenges to Authority:** Members may challenge the group's leadership or rules.
- **Boundary Testing:** Members test the boundaries and structure of the group.

3. Norming

a. **Description:** In this stage, the group begins to develop cohesion and trust. Members resolve their conflicts and begin to work together more effectively.

b. **Characteristics:**

- **Cohesion:** Increased sense of togetherness and identification with the group.
- **Cooperation:** Members work together and respect differences.
- **Norm Development:** The group's rules and standards of behavior become clearer and more accepted.

4. Performing (Implementation)
 - a. **Description:** At this stage, the group works with full effectiveness towards achieving their goals. Members understand their respective roles and function well as a team.
 - b. **Characteristics:**
 - **High Productivity:** The group works with high efficiency and productivity.
 - **Focus on Goals:** Members focus on achieving goals and completing tasks.
 - **Autonomy:** The group operates with high autonomy, with minimal intervention from the leader.
5. Adjourning (Dissolution)
 - a. **Description:** This is the final stage where the groups complete their tasks and disband. Members may feel a range of emotions, from pride and accomplishment to sadness over separation.
 - b. **Characteristics:**
 - **Achievement:** Evaluation and reflection on group achievements.
 - **Farewell:** Members say goodbye and prepare to move on to a new assignment or group.
 - **Formal Closing:** There is a formal closure of group activities and distribution of work results.

Factors Influencing Group Formation

1. **Group Goals:** Clear goals help direct the group's focus and energy.
2. **Leadership:** Leadership style can influence group dynamics and success.
3. **Group Size:** Group size influences interaction and cohesion. Groups that are too large may experience communication problems, while groups that are too small may lack diverse perspectives.

4. **Member Composition:** Diversity in members' skills, backgrounds, and perspectives can enrich a group, but it can also be a source of conflict.
5. **Norms and Values:** The norms and values held by group members influence behavior and interactions within the group.
6. **Communication Structure:** The way communication is organized in a group influences the efficiency and effectiveness of group interactions.

Application of Group Formation Stages

1. **Project Team at Work:** In the work environment, understanding the stages of group formation can help managers guide project teams through the development process more effectively, anticipate conflict in the storming stage, and facilitate the transition to the performing stage.
2. **Study groups:** In education, educators can use this model to help learning groups achieve optimal cohesion and performance.
3. **Sports Team:** Coaches can apply these principles to build strong, cohesive teams, maximizing performance on the field.
4. **Community and Social Organization:** Community leaders can use this model to develop groups that work together toward a common goal, maximizing social impact.

Understanding and managing these stages effectively can help create a group that is more productive, harmonious, and successful in achieving its goals.

CHAPTER VI

UNDERSTANDING WORK TEAMS

A. Popularity of Teams in Organizations

Advantages of working in a team:

1. Teams can generally get better results than individuals
2. The team is able to better utilize members' talents
3. Teams are more flexible and responsive to changes in the environment
4. Teams enable employee involvement, especially in decision making. Teams are an effective means for management to implement a democratic style in the organization and increase employee motivation (see ch. 7 on employee motivation)

Facts on the ground: the implementation of teams in organizations does not necessarily increase organizational effectiveness, it is influenced by individuals as decision makers (see ch. 6 about bias in decision making)

B. Group Vs. Team

Group – review the material regarding group behavior at the previous meeting

Group work—sharing information and making decisions in groups, no collective work requiring effort, ($1 + 1 = 2$)

Team work—there is joint work to increase individual effort that results in a higher level of performance than the combined efforts of each individual, ($1 + 1 \geq 2$)

The use of teams creates the POTENTIAL for organizations to obtain better output without increasing or changing inputs

C. Team type

Teams can produce products, provide services, negotiate, coordinate projects, provide advice, and make decisions

1. Problem-Solving Teams

Employees from the same department discussing improving quality, efficiency, and work environment generally do not have the authority to make decisions, only suggest

2. Self-Managed Teams

Employees who carry out interrelated tasks and take over the responsibilities of previous supervisors including planning and scheduling work, assigning members, making operational decisions, taking action in response to problems that arise, dealing with customers and suppliers

Wider authority to select members and evaluate members' performance, be able to make decisions and be responsible for the results obtained

+members' job satisfaction is higher

-conflict management, higher levels of absenteeism and turnover

3. Cross-Functional Teams

Composed of employees from different work divisions/departments with relatively the same hierarchical level, working together to complete a specific task

An effective means of enabling employees from different areas within an organization to exchange information, develop

new ideas, solve problems, and coordinate to complete complex projects. The initial development stages take a long time

4. Virtual Team

Using technology to bring together physically separated team members and achieve common goals

Problem: Why does member satisfaction tend to be low?

Maintain virtual team effectiveness:

- a. Build trust between members
- b. The progress achieved by the team is closely monitored
- c. The efforts and products the team produces are publicized throughout the organization

D. Group effectiveness

1. Context

- a. Adequate resources
 - Insufficient resources will reduce the team's ability to carry out its duties effectively and achieve its goals
 - Includes – timely information, appropriate equipment, adequate membership, encouraging encouragement, and administrative assistance
- b. Leadership and structure
 - Team cannot function well if there is no agreement regarding the division of tasks and ensuring that all members share the workload
 - Leadership becomes important in multi-team systems – different teams coordinate their efforts to obtain desired results. Leaders need to empower teams by delegating responsibilities to teams and assuming the role of facilitator, ensuring teams work together and do not conflict with each other.

- c. Climate of trust
 - Members of effective teams trust each other and also trust their leaders
 - Trust facilitates cooperation, reduces the need to monitor each other's behavior, and binds members together with a sense of trust that other members will not take advantage of them. They are more willing to take risks and are more open in exposing their weaknesses, allowing members to accept and be more committed to goals and decisions. leader
- d. Performance evaluation and reward system
 - Performance appraisals and individual incentives can interfere with the development of high-performing teams
 - Organizations need to modify traditional, individual-oriented evaluation and reward systems to reflect group performance and focus on hybrid systems that can recognize individual members for extraordinary contributions and reward all team members for positive results.
 - Group-based assessment, profit sharing, small group incentives, etc

2. Composition

- a. Member capabilities
 - Performance Teams depend on the KSAs of their members. Team performance is not only the sum of the abilities of the individuals within it, these abilities also set limits on what its members can do and how effective they can be when on a team.
 - Research: When a team's tasks involve quite a heavy thinking process, high-ability teams (the majority of which consist of intelligent people) will perform better,

especially if the workload is distributed evenly – these teams also adapt more easily to changing situations

- The ability of the leader also plays an important role
- b. Smart leaders can help weak team members complete tasks
- c. A less intelligent leader can neutralize the effects of a high-ability team
- d. Member personality
 - Personality has a significant influence on individual employee behavior, for example the Big 5
 - Team with a high average value of conscientiousness & openness to experience – tend to show better performance
 - Team with a low average agreeableness – making it difficult for the team to come to an agreement
- e. Role allocation
 - Place individuals with the best abilities and experience, as well as high conscientiousness in central roles in the team
- f. Diversity of members
 - Organizational demographics – the extent to which group members share the same demographic attributes (age, JK, race, education level, years of service) influence a team's ability to perform well
 - The leadership function also influences the performance of teams that have high diversity – leaders must be able to provide shared, inspiring goals to be achieved jointly by all group members.
- g. Size
 - ParaExperts agree that keeping teams small is key to increasing team effectiveness – generally 9-5 members
 - Paramanagers often make the mistake of making teams too large – coordination problems increase, cohesiveness and

mutual accountability decrease, social loafing increases, and communication decreases f. Member preferences

- Not everyone is a team player—if individuals who prefer to work alone are asked to work in a team it will be a threat to team morality and the individual's personal satisfaction.

3. Process

- a. Clear shared goals and reflexivity
- b. Specific goals – specific, measurable, realistic, difficult but achievable
- c. Group efficacy
- d. Mental models
- e. Levels conflict
- f. Social loafing

E. Turning an individual into a team player

1. Challenges faced

- a. Overcoming individual resistance to team membership.
- b. Countering the influence of individualistic cultures.
- c. Introducing teams in an organization that has historically valued individual achievement.

2. Forming individuals who are able to act as team players

- a. Selection
- b. Training
- c. Give awards

F. Tim ≠ panacea

Discuss

1. The advantages of working in a team
2. Disadvantages of working in a team
3. What kind of work can be done in a team? Explain why!
4. What kind of work is not suitable for working in a team? Explain why!

CHAPTER VII

UNDERSTANDING CONFLICT

A. Definition of Conflict In An Organizational Context

1. Robbins and Judge (2013); Conflict is a process that begins when one party feels that another party has influenced, or will influence, something that is considered important by the first party (Robbins, SP, & Judge, TA, 2013). "Organizational Behavior."
2. Pondy (1967)–Conflict is a mismatch between two or more members or groups in an organization regarding goals, tasks, or how to achieve goals.(Pondy, L.R. 1967). Organizational Conflict: Concepts and Models." Administrative Science Quarterly.
3. Thomas (1992):Conflict is a process that begins when one party feels that another party has negatively influenced or will negatively affect something that is of primary concern to the first party. (Thomas, KW 1992). "Conflict and Negotiation Processes in Organizations." Handbook of Industrial and Organizational Psychology.
4. Stephen P. Robbins (1996):Conflict is an all-encompassing process that begins when one party feels that the other party has affected or will negatively affect something that is of primary

concern to the first party. (Robbins, SP 1996). "Organizational Behavior: Concepts, Controversies, and Applications."

5. Kreitner and Kinicki (2013): Conflict is a process that occurs when one party feels that their interests are being obstructed or negatively influenced by another party. (Kreitner, R., & Kinicki, A. 2013). "Organizational Behavior."

Each of these definitions places emphasis on the processual aspects of conflict and the role of perception in triggering conflict. Conflict is considered an unavoidable interaction in organizational life, which needs to be managed well to minimize its negative impacts and maximize its positive potential.

Conclusions from the Definition of Conflict in the Organizational Context

From various definitions of conflict according to experts such as Robbins and Judge, Pondy, Thomas, Kreitner and Kinicki, it can be concluded that:

1. **Interactive Process**
Conflict in organizations is an interactive process involving two or more parties. This can occur between individuals, groups, or departments within an organization.
2. **Perception and Influence:**
Conflict often begins with the perception that there is an incompatibility or negative influence that will or has occurred on the interests, goals, or values of one party by the other party.
3. **Incompatibility and Disagreement:**
The essence of conflict is the existence of incompatibility, disagreement, or differences in views regarding goals, tasks, or how to achieve goals in the organization.
4. **Negative and Positive Dynamics:**
Conflict can have negative impacts, such as causing stress and reducing productivity, but it can also trigger positive dynamics

such as stimulating innovation and increasing performance if managed well.

5. Conflict Management Needs:

Because conflict is an inseparable part of organizational life, effective conflict management is very important to minimize the negative impact and maximize the positive benefits that can result from the conflict.

Overall, conflict in organizations is not just about disagreements but also about how those differences are identified, managed, and resolved to achieve constructive outcomes for all parties involved.

B. Types of conflict

Kinds and Types of conflict; intrapersonal, interpersonal, intragroup, and intergroup

The following is an explanation of each type of conflict in organizations:

1. Intrapersonal Conflict

Definition: Conflict that occurs within an individual.

The internal tension or dilemma a person feels when faced with a decision or action that conflicts with personal values, beliefs, or goals. Example: an employee who has to choose between pursuing a higher career or maintaining a balance between work and personal life.

2. Interpersonal Conflict

Definition: Conflict that occurs between two or more individuals.

Explanation: This involves differences in views, values, goals, or desires between individuals in the organization. It usually occurs due to mis-communication, personality differences, or competition. Example: conflict between two colleagues who have different work styles.

3. Intragroup Conflict

Definition: Conflict that occurs within a group.

Explanation: This arises when group members have differences of opinion about tasks, responsibilities or work methods. Intragroup conflict can affect group dynamics and team performance.

Example: conflict within a project team regarding the best way to complete a particular task.

4. Intergroup Conflict

Definition: Conflict that occurs between two or more groups in an organization.

Explanation: This often occurs due to differences in goals, competition for resources, or differences in values and beliefs between groups. Example: conflict between marketing and production departments regarding new product priorities.

C. Causes Of Conflict In Organizations

1. Difference in goals

Differences in goals are one of the main causes of conflict in organizations. Reason::

a. Various Interests and Priorities:

In organizations, each individual or group often has different interests and priorities. For example, the marketing department may focus on increasing sales and market expansion, while the finance department is more concerned with cost control and efficiency.

Example:

The production department wants to increase production quantity to meet market demand, but the quality department wants to slow down production to ensure higher quality standards.

- b. **Asynchronous Vision and Mission:**
When parts of an organization do not have the same understanding of the company's vision and mission, conflict can arise. Differences in the interpretation of long-term and short-term goals can lead to conflicting actions.
Example:
Top management focuses on long-term innovation, while operational teams strive to achieve tight short-term targets.
- c. **Individual Goals vs. Individual Goals Group Goals:**
Individuals in an organization may have personal goals that are different from the goals of the group or team. This can create tension when individuals feel that their personal goals are not supported or acknowledged.
Example:
An employee aspiring to get a promotion may feel unsupported by his team who is focused on the success of a group project.
- d. **Differences in Priorities Between Organizational Levels:**
Conflicts can arise between various levels in an organization, such as between top management and middle management. Top management may focus on long-term strategy and vision, while middle management is more oriented to day-to-day operational issues.
Example:
Top management sets the strategic goal of developing international markets, but middle management is more concerned about maintaining stable local operations.
- e. **Differences In Resource Allocation:**
Conflict often arises when there are differences of opinion about how resources should be allocated to achieve different goals. When resources are limited, different priorities can lead to competition and tension.

Example:

The project team wants to get more budget to develop new products, but other departments need the same resources to maintain customer service.

f. Ambiguity or Disagreement About Goals:

Ambiguity in defining organizational goals or disagreement about established goals can trigger conflict. When goals are unclear or not mutually agreed upon, individuals or groups may pursue different directions.

Example:

Projects that do not have clear goals can cause team members to have different interpretations of what should be achieved, leading to conflict in decision making and implementation.

2. Managing Conflicts Caused by Differences in Goals

To manage conflicts caused by differences in goals, organizations can take the following steps:

a. Goal Clarification:

Ensure that organizational goals are clearly communicated and understood by all members of the organization.

b. Alignment of Interests:

Encourage discussion and negotiation to align differing interests and priorities.

c. Coordination and Collaboration:

Improve coordination between departments and organizational levels to ensure that different goals can be achieved synergistically.

d. Training and Development:

Provide training to managers and employees on conflict management and teamwork.

e. Proactive Conflict Resolution:

Implement effective conflict resolution mechanisms, such as mediation and negotiation, to address differences before they become major problems.

- f. With the right approach,
Conflicts caused by differences in goals can be turned into opportunities for better collaboration and innovation within the organization.

D. Role ambiguity

1. Definition of Role Vagueness:
Explanation: Role ambiguity occurs when the responsibilities, duties, and expectations of a role in the organization are unclear or poorly defined. This creates uncertainty for individuals regarding what is expected of them.
Cause:
 - a. Problems in Assignment:
When roles and tasks are not clearly defined, team members may not know who is responsible for certain tasks. This can cause confusion and overlapping work.
 - Example: Two employees feel responsible for completing the same task, which can lead to duplication of effort or even disputes about who should do it.
 - b. Disagreement about Expectations:
Explanation: Ambiguity in roles often creates disagreements about what is expected of the individual or team. Unclear or changing expectations can cause stress and dissatisfaction.
 - Example: An employee is given the responsibility to improve team efficiency, but is not given clear guidance on how to achieve it, leading to frustration and conflict with superiors.
 - c. Gaps in Communication:
Explanation: Lack of effective communication regarding roles and responsibilities can exacerbate role ambiguity. When important information is not conveyed clearly, team members may not fully understand their roles.

- Example: Managers do not explain changes in team structure, so team members do not know their new roles, leading to confusion and conflict.
- d. Organizational Change:
- Explanation: Changes in an organization, such as restructuring or the introduction of new technology, often lead to role ambiguity while new roles and responsibilities have not yet been defined.
- Example: After restructuring, an employee feels their role is no longer clear due to changes in responsibilities that were not explained well.
- e. Skill and Task Mismatch:
- Explanation: Role ambiguity can also occur when an individual's skills do not match the assigned tasks, or when there is insufficient training for a new role.
- Example: An employee is given a technical task that they are not trained to do, causing confusion and conflict with management regarding work expectations.
2. Impact of Role Ambiguity
- a. Stress and Job Dissatisfaction:
- Role ambiguity can lead to stress and dissatisfaction in the workplace because employees feel unsure about what is expected of them.
- b. Productivity Decline:
- Role ambiguity can lead to reduced productivity as employees may spend time clarifying their duties or dealing with conflicts that arise.
- c. Increase Employee Turnover:
- Employees who feel consistently unclear about their role may become dissatisfied and look for work elsewhere.

- d. **Poor Interpersonal Relationships:**
Role ambiguity can damage interpersonal relationships in the workplace due to conflict and confusion regarding responsibilities.
- 3. **Overcoming Role Ambiguity**
 - a. **Clarification of Duties and Responsibilities:**
Provide clear and detailed job descriptions for each role in the organization.
 - b. **Open Communication:**
Improve communication between managers and employees to ensure that expectations and responsibilities are well understood by all parties.
 - c. **Training and Development:**
Provide adequate training to ensure employees have the skills required for their roles.
 - d. **Evaluation and Adjustment**
Periodically evaluate roles and responsibilities to adapt to changes in the organization and ensure that all parties clearly understand their roles.
 - e. **Creation of Manuals or Work Guides:**
Provide a manual or work guide that employees can use as a reference to understand their responsibilities.

By addressing role ambiguity through these steps, organizations can reduce conflict, increase productivity, and create a more harmonious and effective work environment.

E. Resource limitations

- 1. **Definition of Resource Limitations:**
Resource limitations occur when the amount or availability of resources (such as money, time, labor, or equipment) is insufficient to meet the needs of all individuals or groups in the organization.

2. Reason:

a. Competition for Resources:

When resources are limited, various individuals or departments within an organization may compete for their share. This competition can cause tension and conflict.

- Example: Two departments fighting over limited budgets for their respective projects, which can lead to disputes about funding allocation.

b. Conflicting Priorities:

Resource limitations force organizations to make decisions about priorities. When priorities differ between individuals or departments, this can lead to conflict.

- Example: The marketing department wants to allocate more funds for advertising campaigns, while the research and development department needs funds for new product development.

c. Performance and Productivity:

Resource limitations can affect performance and productivity. When resources are insufficient to complete tasks well, employees may feel frustrated and stressed, which can lead to conflict.

- Example: Employees feel unable to achieve work targets due to a lack of necessary labor or equipment, which causes tension with management.

d. Unfair Distribution of Resources:

When the distribution of resources is perceived as unfair or uneven, this can give rise to feelings of injustice and jealousy, which can lead to conflict.

- Example: A team feels that they are not getting their fair share of resources compared to other teams, which can lead to dissatisfaction and discord.

- e. **Changes in Resource Allocation:**
Explanation: When there is a sudden change in resource allocation, affected individuals or groups may feel unprepared or disadvantaged, which can lead to conflict.
 - Example: Sudden budget cuts that force departments to scale back important programs or projects.
3. **Impact of Limited Resources**
- a. **Stress and Job Dissatisfaction:**
Limited resources can cause stress and dissatisfaction among employees because they feel they do not have enough tools or support to complete their work well.
 - b. **Decreased Morale and Motivation:**
When employees feel that they are not getting the necessary resources, their morale and motivation can suffer, which negatively impacts the overall performance of the organization.
 - c. **Damage to Employment Relations:**
Conflicts that arise due to limited resources can damage working relationships between individuals or departments, which can hinder collaboration and teamwork.
 - d. **Productivity Decline:**
Competition and conflict over resources can divert attention from the main job and reduce organizational productivity.
4. **Overcoming Conflicts Due to Limited Resources**
- a. **Effective Resource Planning and Management:**
Implement careful planning to ensure that resources are allocated efficiently and fairly according to organizational needs and priorities.
 - b. **Transparency in Resource Allocation:**
Provide transparency in the resource allocation process so that all parties understand the reasons behind decisions and feel they are being treated fairly.

- c. **Open and Honest Communication:**
Improve communication between management and employees regarding resource limitations and how they can work together to overcome these challenges.
- d. **Compromise and Negotiation:**
Encourage compromise and negotiation between parties competing for resources, to reach mutually beneficial solutions.
- e. **Alternative Resource Development:**
Look for ways to develop or acquire alternative resources, such as adopting new technology or improving efficiency through training and development.

With the right approach, organizations can manage resource constraints effectively, minimize conflict, and ensure that all individuals and departments can work productively and harmoniously.

F. Differences in values and beliefs

1. **Definition**
Values and beliefs include principles, ethics, morals and views of life held by individuals. Differences in values and beliefs can create conflict when individuals or groups within an organization have conflicting views about what is considered important, right, or worth doing.
2. **Reason:**
 - a. **Different Organizational Cultures:**
 - **Explanation:** In organizations that have cultural diversity, differences in cultural values can influence the way work, communication and interactions between employees.

- Example: Employees from different cultures may have different views on how to communicate or how to handle conflict, which can cause tension.
- b. Differences in Religion and Belief:
- Explanation: Religion and spiritual beliefs often have very specific values and practices, which can conflict with the values and beliefs of other individuals in the organization.
 - Example: Conflicts can arise when work schedules or organizational activities do not take into account certain days of worship or religious practices of employees.
- c. MarkPersonal Conflict with Organizational Values:
- Explanation: Individuals may have personal values that do not align with the organization's values or mission. This misalignment can lead to conflict when individuals feel that they must act contrary to their own values.
 - Example: An employee who places great emphasis on the importance of the environment may feel conflicted working at a company that does not have a strong sustainability policy.
- d. Differences in Work Ethics:
- Explanation: Values and beliefs regarding work ethics, such as views on dedication, hard work, and work-life balance, can differ between individuals or groups within an organization.
 - Example: Conflict can occur when one manager holds the view that employees should work overtime to show dedication, while another employee believes in the importance of work-life balance.
- e. Mismatch in Management and Leadership Style:
- Explanation: Values and beliefs regarding management and leadership styles may also differ, which can lead to

conflict between managers and employees or between managers.

- Example: A manager who adheres to an authoritarian leadership style may be at odds with an employee who values a participative and collaborative leadership style.

3. The Impact of Differences in Values and Beliefs

a. Stress and Job Dissatisfaction:

Differences in values and beliefs can cause stress and dissatisfaction in the workplace because individuals feel not appreciated or understood.

b. Productivity Decline:

Protracted conflict due to differences in values and beliefs can divert focus from the main task, reducing productivity and team performance.

c. Interpersonal Relationship Damage:

Conflicts arising from differences in values and beliefs can damage interpersonal relationships in the workplace, reducing collaboration and cooperation.

d. High Employee Turnover:

Employees who feel their values and beliefs are not respected may choose to leave the organization, leading to high turnover.

4. Overcoming Conflicts Due to Differences in Values and Beliefs

a. Increasing Awareness and Appreciation of Diversity:

Promote awareness and respect for differences in values and beliefs through diversity and inclusion training.

b. Creating an Inclusive Work Culture:

Create an inclusive work environment where all values and beliefs are respected and considered in organizational policies and practices.

- c. **Open Communication and Respect:**
Encourage open communication and respect between employees to reduce misunderstandings and increase understanding of differing values and beliefs.
- d. **Flexible Policies and Practices:**
Develop flexible policies and practices that allow employees to practice their beliefs without disrupting organizational operations.
- e. **Mediation and Conflict Resolution:**
Uses mediation and conflict resolution techniques to deal constructively with differences in values and beliefs, with a focus on finding mutually beneficial solutions.

By recognizing and respecting differences in values and beliefs, organizations can reduce conflict, increase job satisfaction, and create a more harmonious and productive work environment.

G. Communication Problems

1. **Definition**
Conflict caused by poor communication
2. **Causes of Conflict in Organizations: Communication Problems**
The following is a more detailed explanation of how communication problems can cause conflict:
 - a. **Miscommunication:**
 - **Explanation:** Misunderstanding occurs when the message conveyed is not received or understood as intended. This can be caused by ambiguity in message delivery, unclear language, or wrong assumptions.
 - **Example:** A manager sends an email that is unclear about project priorities, which causes team members to work on tasks they don't want or don't meet expectations.

- b. Lack of Communication:
 - Explanation: Lack of communication can lead to a lack of important information, leaving individuals or teams without a complete picture to make informed decisions.
 - Example: Departments don't share important information about strategy changes with teams that need that information to complete their work, causing confusion and delays.
- c. Untimely Communication:
 - Explanation: When information is not delivered in a timely manner, this can cause delays in decision making and task execution, which can lead to frustration and conflict.
 - Example: Information about changes to company policy is not immediately conveyed to employees, leaving them unprepared and feeling unappreciated.
- d. Differences in Communication Styles:
 - Explanation: Differences in communication styles, such as direct versus indirect style or formal versus informal style, can cause disagreements and tension.
 - Example: A manager who has a direct and assertive communication style may be perceived as rude or insensitive by employees who prefer a more subtle and diplomatic approach.
- e. Ineffective Communication:
 - Explanation: Ineffective communication occurs when messages are not conveyed or received well, perhaps because the wrong media is used or communication skills are lacking.
 - Example: Using text messages to convey complex and sensitive information can cause greater misunderstandings than if conveyed in a face-to-face meeting.

- f. Language Barriers:
 - Explanation: In multilingual organizations, language differences can be a major barrier to communication, causing misunderstandings and confusion.
 - Example: Employees who are not fluent in the language used in the workplace may misunderstand instructions or policies, leading to errors and conflict.
- g. Inconsistent Information:
 - Explanation: Providing different or conflicting information to different parties may cause confusion and conflict, especially if the information is important to the performance of duties.
 - Example: Two departments receive different information about project priorities, which causes them to work with different assumptions and end up blaming each other when the results don't match up.

3. Impact of Communication Problems

- a. Productivity Decline:

Communication problems can hinder workflow and collaboration, causing a decrease in team productivity and efficiency.
- b. Stress and Job Dissatisfaction:

Misunderstandings and lack of communication can cause stress and dissatisfaction among employees, as they feel unsupported or unappreciated.
- c. Damage to Employment Relations:

Conflicts caused by communication problems can damage relationships between coworkers and between employees and management, hindering cooperation and teamwork.
- d. Project Errors and Failures:

Incomplete or incorrect information can cause errors in the work and potentially lead to project failure.

4. Resolving Conflicts Due to Communication Problems
 - a. Improve Communication Skills:

Provide communication skills training to employees and managers to ensure they can convey and receive information effectively.
 - b. Establishing Clear and Open Communication Channels:

Establish clear and open communication channels within the organization, such as regular meetings, feedback systems, and internal communications platforms, to ensure information flows smoothly.
 - c. Using the Right Communication Media:

Choose the right communication media for the type of information conveyed. Important or complex information is best conveyed face-to-face or in a video meeting rather than via email or text message.
 - d. Implementing a Feedback Process:

Encourage a constructive feedback process where employees can voice their questions, clarifications and concerns about the information received.
 - e. Establish Clear Communication Protocols:

Establish clear communication protocols, including who should be contacted for certain types of information and how the information should be conveyed and documented.
 - f. Overcoming Language Barriers:

Provide translation services or language training to overcome language barriers in multilingual organizations.

By proactively addressing communication issues, organizations can reduce the potential for conflict, increase efficiency, and create a more harmonious and productive work environment.

H. Types Of Organizational Conflict

1. Task conflict

Definition: Conflicts related to the content and goals of work.

This involves differences of opinion about the work to be done, such as methods, strategies, or work goals. Although it can cause tension, task conflict often results in creative solutions if managed well. Example: debate within a team about the best strategy for launching a new product.

2. Relationship conflict

- Definition: Conflict that stems from personal tension and incompatibility between individuals.
- Explanation: This involves interpersonal problems such as personal dislike, distrust, or disagreement. Relationship conflict usually leads to higher levels of stress and dissatisfaction than other types of conflict. Example: a dispute between two colleagues due to differences in personality or communication style.

3. Process conflict

- Definition: Conflict related to the way work is done.
- Explanation: This involves differences of opinion about processes, tasks, and responsibilities within the team. Process conflicts can include who performs certain tasks or how resources are distributed. Example: debate within a team about how to divide project responsibilities.

4. Structural conflict

- Definition: Conflict caused by organizational structure or work environment.
- Explanation: This is related to unclear roles, hierarchies, or organizational policies that cause tension. Structural conflict is often caused by differences in power or responsibility

within an organization. Example: conflict between managers and subordinates due to unclear work responsibilities.

Each of these types of conflict has unique characteristics and causes, and requires a different approach to management and resolution. Understanding these types of conflict helps organizations to be more effective in identifying and resolving problems that arise, as well as exploiting the positive potential of existing conflicts.

I. Conflict Dynamics

Stages of conflict development (opposition potential, cognition and personalization, intentions, behavior, results)

Conflict in organizations usually develops through several different stages. The following is a detailed explanation of these stages:

1. Potential Opposition:

This stage is the beginning of conflict where certain conditions or factors create opportunities for conflict to emerge. Potential opposition can be caused by differences in goals, unclear roles, limited resources, differences in values and beliefs, and communication problems.

Example:

Two departments have conflicting goals, or there is a lack of clarity regarding employee responsibilities on a project.

2. Cognition and Personalization

At this stage, individuals or groups begin to realize the existence of conflict (cognition). Previously potential conflict becomes real when the parties feel discomfort or frustration (personalization). At this point, emotions start to get involved, and the conflicting parties start to personalize the conflict.

Example:

An employee feels frustrated because colleagues from other departments do not respect mutually agreed deadlines.

3. Intentions

This stage involves decisions about how to handle the conflict. Intent reflects the parties' desire to resolve the conflict or deal with it actively. This intention can be:

- a. Competitive Seeking victory over others.
- b. Collaborative: Seek to find mutually beneficial solutions.
- c. Avoid Ignoring or delaying conflict.
- d. Accommodating: Giving in to fulfill the other party's wishes.
- e. Compromise: Looking for a middle ground that is acceptable to both parties.

Example

A manager decides to hold a meeting with the conflicted employee to find a mutually acceptable solution.

4. Behavior

At this stage, previously decided intentions are realized in real action. These behaviors can range from calm discussions and negotiations to more aggressive confrontations. How the parties act in this stage will largely determine the direction and intensity of the conflict.

Example:

A team involved in conflict holds an open discussion to clarify the issues causing tension and work together to find a solution.

5. Results (Outcomes):

Explanation: This stage involves the results of interactions and behavior that have occurred. Results can be:

Functional Outcomes Conflicts are resolved in ways that improve organizational performance or relationships between individuals.

Dysfunctional Results Conflicts are not resolved properly, leading to reduced performance, stress, and dissatisfaction. Example After a productive discussion, both teams reach an agreement on a new procedure that avoids future conflict (functional outcome). Or,

an unresolved debate causes one of the team to feel disadvantaged and reduces their productivity (dysfunctional outcome).

Case Examples Illustrating the Stages of Conflict Development Interdepartmental Conflict

1. Potential Opposition

- **Conditions:** Marketing department and production department have different goals. Marketing wants to speed up new product launches to meet market demand, while production feels unprepared and needs more time to ensure product quality.

2. Cognition and Personalization

CognitionThe marketing manager realizes that production will not be able to meet the expected deadline.

- **Personalization:** The marketing manager feels frustrated and perceives the production manager as not supporting the company's goals.

3. Intention

- **Competitive:** The marketing manager decides to pressure the production manager to meet the deadline.
- **Collaborative:** Production managers want to work together to find realistic solutions for both departments.

4. Behavior:

- **Competitive Action:** The marketing manager sends an email emphasizing the importance of the deadline and demanding immediate action from production.
- **Collaborative Action:** The production manager proposes a joint meeting to discuss existing issues and find joint solutions.

5. Results:

Functional Results In the meeting, both parties agreed on a new timeline, which was more realistic but still allowed marketing to create an effective launch campaign.

Dysfunctional Outcomes If meetings don't go well and end in unresolved arguments, production may remain slow and marketing misses out on market opportunities, causing ongoing tension.

Conclusion

Understanding the stages of conflict development helps organizations identify the causes of conflict early and take proactive steps to manage them. By handling conflict effectively, organizations can minimize negative impacts and even utilize conflict as a tool for improvement and innovation.

J. Thomas-Kilmann Theory of Conflict Management Styles

1. Conflict Theories and Models
 - a. Thomas-Kilmann theory of conflict management styles (competition, collaboration, compromise, avoidance, accommodation)

The Thomas-Kilmann theory of conflict management is one of the most well-known and frequently used models for understanding how individuals manage conflict. This theory was developed by Kenneth W. Thomas and Ralph H. Kilmann in the 1970s.

This model identifies five main styles of conflict management based on two basic dimensions: assertiveness and cooperativeness.

- 1) Assertiveness
Definition: The degree to which a person tries to satisfy their own interests or needs.
- 2) Cooperative:
Definition: The degree to which someone tries to satisfy the interests or needs of others.

Based on these two dimensions, Thomas and Kilmann developed five conflict management styles, which are illustrated in the Thomas-Kilmann Conflict Mode Instrument (TKI) Matrix: 5 conflict management styles:

1) **Competing:**

- **Definition:** This style is characterized by a high level of assertiveness and low levels of cooperation. Individuals who use this style try to fulfill their own interests at the expense of the interests of others.
- **Characteristics:** Authoritative, firm, and uncompromising.
- **When to use:** When a quick decision is needed, or when the issue is very important and there is no room for compromise.
- **Example:** A manager who forces his opinion in meetings because he believes his approach is best for the success of the project.

2) **Collaboration:**

- **Definition:** This style is characterized by a high level of assertiveness and cooperativeness. Individuals who use this style work together with other parties to find solutions that satisfy both parties.
- **Characteristics:** Open, discussing, and looking for win-win solutions.
- **When to use:** When the interests of both parties are paramount, and the best solution is one that satisfies all parties.
- **Example:** Two departments working together to develop a new strategy that combines the needs and ideas of both parties.

3) **Avoiding:**

- **Definition:** This style is characterized by low levels of assertiveness and cooperativeness. Individuals

who use this style tend to avoid conflict and do not resolve it directly.

- Characteristics: Not confrontational, procrastinating, or distracting from conflict. When is it used? When an issue is not important or when there are other more pressing issues that need attention.
- Example: An employee who avoids discussing differences of opinion with colleagues because they feel it is not a priority at the moment.

4) Accommodation

- Definition: This style is characterized by low levels of assertiveness and high levels of cooperation. Individuals who use this style tend to give in and let the other party win.
- Characteristics: Prioritizes the interests of others above their own interests, cooperative, and easy to compromise.
- When to use: When the issue is more important to the other party, or to maintain a harmonious relationship.
- Example: A manager who gives in to arguments to maintain good relations with the team.

5) Compromise

- Definition: This style is somewhere between assertive and cooperative. Individuals who use this style try to find a solution that partially satisfies both parties.
- Characteristics: Negotiation, seeking a middle ground, and mutual give and take.
- When to use: When both parties have equally important interests and limited time to find an ideal solution.

- Example: Two managers who agree to split the project budget evenly even though both want more.
2. Applications in Organizations
 - a. Development of Conflict Management Skills
Conflict management skills training for employees and managers to improve their ability to select and use appropriate styles in different situations.
 - b. Assessment and Feedback
Using assessment instruments such as the Thomas-Kilmann Conflict Mode Instrument (TKI) to help individuals understand their preferences in conflict management and how it affects team dynamics.
 - c. Conflict Resolution Strategy:
Apply appropriate conflict management styles based on specific situations, such as using collaboration for projects that require close teamwork, or competition in crisis situations that require quick decisions.
 - d. Organizational Culture:
Build an organizational culture that supports collaboration and constructive conflict resolution to increase team effectiveness and employee satisfaction.

By understanding and applying Thomas-Kilmann theory, organizations can more effectively manage conflict, create a more productive work environment, and promote positive work relationships.

Pondy conflict model (conflict episodes: background, perception, behavior, manifestation, aftermath)

Pondy Conflict Model Theory

Louis R. Pondy, a management theorist, developed a conflict model that describes conflict in organizations as a process consisting of several episodes or stages. Pondy's model helps us understand conflict dynamics in depth by dividing the conflict process into five episodes:

The following is a detailed explanation of each episode in Pondy's conflict model:

1. Background Conflict (Latent Conflict):

This stage includes conditions or factors that could cause conflict, but the conflict has not yet occurred. This is the stage where the potential for conflict exists but has not been actualized.

Causative factors:

- a. Differences in goals between individuals or groups.
 - b. Unclear roles and responsibilities.
 - c. Limited resources such as time, money, or facilities.
 - d. Differences in values, beliefs, or culture.
 - e. Communication problems.
- Example: Two departments have conflicting targets, for example the marketing department wants to increase sales quickly while the production department is unable to increase capacity immediately.

2. Perceived Conflict:

At this stage, individuals or groups begin to realize the potential for conflict. They realize that there are conditions or situations that could result in a conflict of interest.

Characteristics: Awareness of differences or issues that could cause conflict, even though there is no significant emotion or tension yet.

- Example: A marketing manager realizes that the desired sales targets will burden an already overwhelmed production department.

3. Conflict Behavior (Felt Conflict):

- Explanation: At this stage, conflict begins to be felt and affects the emotions of the individuals or groups involved. This is the stage where tension and frustration start to emerge.

- Characteristics: Feelings of anger, frustration, or dissatisfaction. Emotions begin to influence individual perceptions and actions.
 - Example: Marketing managers feel frustrated because production is not able to meet desired targets, and this starts to affect their interactions with the production team.
4. Manifest Conflict:
- Explanation: This stage is the peak of conflict where tensions and differences of opinion become clear and visible through concrete actions or behavior.
 - Characteristics: Obvious conflict, such as arguments, debates, refusal to cooperate, or even acts of sabotage.
 - Example: In a meeting, the marketing manager and production manager openly debated production capacity and sales targets, causing tension between their teams.
5. Aftermath (Conflict Aftermath):
- Explanation: This is the stage after a conflict where the outcome of the conflict becomes clear. This stage includes the long-term impacts of the conflict, both positive (constructive) and negative (destructive).
 - Results:
 - Functional: Conflict is resolved in a way that improves understanding, relationships, and processes within the organization.
 - Dysfunctional: Conflicts are not resolved properly, leading to decreased morale, productivity, and poor relationships.
 - Example: After a conflict, both managers agree on new procedures for scheduling production and sales, improving coordination between departments (functional results). Or, conflicts are not resolved properly and lead to dissatisfaction and decreased collaboration between marketing and production teams (dysfunctional outcomes).

Case Example: Conflict Between Departments in a Company

1. Conflict Background:

Condition: The sales department wants to introduce new products to the market quickly to beat competitors, while the research and development (R&D) department needs more time to ensure product quality.

2. Conflict Perception:

Awareness: Sales managers are starting to realize that the R&D team may not be able to meet the aggressive launch schedule.

3. Conflict Behavior:

Emotions: Sales managers feel frustrated and anxious about sales targets being threatened, while R&D managers feel pressured by unrealistic expectations.

4. Conflict Manifestation:

Actual Action: In the coordination meeting, a heated debate occurred between the sales manager and the R&D manager, with each party defending their interests.

5. Aftermath:

- **Functional Results:** After the conflict, both managers agreed to form a joint team that would work together to speed up the development process without sacrificing quality, creating new, more efficient procedures.
- **Dysfunctional Results:** If conflict is not resolved properly, sales and R&D continue to experience tension, lowering team morale and productivity.

Conclusion

Pondy's conflict model helps understand that conflict does not just happen suddenly but develops through a series of stages. By understanding these stages, organizations can be more proactive in identifying and dealing with conflict before it reaches a destructive stage, as well as exploiting conflict as an opportunity for improvement and innovation.

CHAPTER VIII

VALUES, ATTITUDE AND JOB SATISFACTION

A. Conceptions of Value

Values and value theory can be related to various fields of study, for example with philosophy, ethics or management. Vijay Sathe in *Culture and Related Corporate Realities* (1958) defines desirable values as "basic assumptions about what ideals are desirable or aspiration for". He uses this concept throughout his discussion of cultural change. The phrase "worth striving for" shows that at some point someone is willing to sacrifice their life to pursue something of value. Geert Hofstede in *Culture's Consequences* (1980) defines values as "a broad tendency to prefer certain states of affairs over Kluckhohn, (Ndraha, 1997).

B. Conceptions About Attitudes

Robbins and Judge (2013) state that attitudes are evaluation statements, both favorable and unfavorable, about an object, person or event. Attitude reflects how someone feels about something. When I say "I like my job" this means I am expressing my attitude about work. A person can have thousands of attitudes, but Organizational

Behavior (PO) focuses on attitudes related to work. This includes job satisfaction, job involvement (the extent to which a person is involved in their work and actively participates in it), and organizational commitment (an indicator of loyalty to, and alignment with, the organization). It cannot be denied that job satisfaction has received great attention.

C. Conceptions of Job Satisfaction

Robbins and Judge (2015), state that job satisfaction refers to an individual's total attitude towards their work. A person with a high level of job satisfaction has a positive attitude towards his work; a person who is dissatisfied with his job has a negative attitude towards it. When people talk about employee attitudes, they often mean job satisfaction. The two terms are often used interchangeably.

1. Factors that Determine Job Satisfaction

Job satisfaction is an individual's level of satisfaction with his or her job, which includes various aspects such as working conditions, relationships with coworkers, compensation, and career development opportunities. Various experts and theories in the field of industrial and organizational psychology have identified factors that influence job satisfaction. Here are some of the main factors that influence job satisfaction according to experts:

a. Working Conditions

- 1) **Physical Environment:** Cleanliness, comfort, and safety of the physical work environment can influence job satisfaction. A comfortable and safe workplace increases employee satisfaction.
- 2) **Working Hours and Workload:** Reasonable working hours and a balanced workload can increase job satisfaction. A workload that is too heavy or working hours that are not flexible can reduce job satisfaction.

- b. Compensation and Benefits
 - 1) Salary and Benefits: Satisfaction with salary and benefits is a major factor in job satisfaction. Fair and competitive salaries compared to industry standards can increase employee satisfaction.
 - 2) Job Security: Job security and opportunities for promotion also influence job satisfaction. Employees who feel secure in their jobs are more likely to feel satisfied.
- c. Relationships with Colleagues and Supervisors
 - 1) Teamwork: Positive relationships with coworkers and the ability to work together in a team increases job satisfaction.
 - 2) Support from superiors: Good leadership and support from superiors influence job satisfaction. Bosses who support and appreciate employees can increase motivation and job satisfaction.
- d. Career Development
 - 1) Training and Development Opportunities: Opportunities for training and professional development can increase job satisfaction. Employees who feel that they have opportunities to learn and grow are more likely to be satisfied with their jobs.
 - 2) Clear Career Path: Certainty about career paths and promotion opportunities also influences job satisfaction. Employees who see clear career prospects are more likely to feel satisfied.
- e. The Work Itself
 - 1) Challenge and Variety: Challenging and varied work can increase job satisfaction. Employees tend to be more satisfied when they feel that their work is interesting and challenging.

- 2) **Autonomy:** The level of autonomy in work also influences job satisfaction. Employees who have more control over their work tend to be more satisfied.
- f. **Recognition and Awards**
 - 1) **Recognition of Achievement:** Recognition of employee achievements and contributions is very important in increasing job satisfaction. Rewards can take the form of praise, bonuses, or other rewards.
 - 2) **Feeling Loved and Appreciated:** Feeling valued and recognized by the organization and co-workers also increases job satisfaction.
- g. **Compatibility between Work and Personal Values (Person-Job Fit)**

Congruence with Personal Values: Congruence between the job and the employee's personal values and interests is critical. When work aligns with an individual's values and interests, they tend to be more satisfied.
- h. **Social and Cultural Factors**
 - 1) **Organizational Culture:** A positive and inclusive organizational culture can increase job satisfaction. A culture that encourages collaboration, innovation, and work-life balance can increase employee satisfaction.
 - 2) **Work Life Balance:** Balance between work and personal life is very important. Employees who can maintain a balance between their work and personal lives tend to be more satisfied.

D. Main Theories Discussing Job Satisfaction

1. **Herzberg's Two-Factor Theory:**
 - a. **Hygiene Factors:** Working conditions, salary, company policies, and interpersonal relationships. These factors

may cause dissatisfaction if they are not met, but will not significantly increase satisfaction if they are met.

- b. Motivator Factors: Recognition, responsibility and achievement. This factor can increase job satisfaction if fulfilled.
2. Model Job Characteristics Model by Hackman and Oldham:
 - a. Core Job Dimensions: Skill diversity, task identity, task significance, autonomy, and feedback.
 - b. Psychological Conditions: Meaningful work, responsibility for results, and knowledge of work results.
3. Adams' Equity Theory:

Fairness in Rewards: Employees are satisfied if they feel that what they receive is commensurate with their efforts and contributions compared to others.
4. Vroom's Expectancy Theory:
 - a. Hope: Belief that effort will result in good performance.
 - b. Instrument: Belief that good performance will result in rewards.
 - c. Valence: The value of rewards to an individual.

By understanding these factors, organizations can develop more effective strategies to increase job satisfaction and create a more productive and harmonious work environment.

5. Satisfaction and Productivity

The initial view regarding the relationship between satisfaction and productivity can basically be summed up in a statement, namely "a worker who feels happy is a productive worker." Many of these patterns were demonstrated by managers in the 1930s, 1940s, and 1950s by forming company bowling teams and credit unions, holding company picnics and training supervisors to be sensitive to employee problems.

An analysis shows that even if satisfaction has a positive effect on productivity, the effect is very small. However, with

the introduction of new variables, the positive relationship between satisfaction and productivity has increased. Based on a comprehensive review of the evidence, it appears that productivity may provide more satisfaction than vice versa. If you do your job well, you are essentially comfortable with this condition. Furthermore, if we assume that companies reward productivity, then your higher productivity will certainly increase your verbal recognition, your salary level, and your chances of getting a promotion.

6. A list of questions
 - a. Explain the conception of value.
 - b. Explain the concept of attitude.
 - c. Name and explain the conception and factors that determine job satisfaction.
 - d. Explain the relationship between satisfaction and productivity.

E. Summary

The phrase "worth striving for" shows that at some point someone is willing to sacrifice their life to pursue something of value. Geert Hofstede in *Culture's Consequences* (1980) defines values as "a broad tendency to prefer certain states of affairs over Kluckhohn, (Ndraha, 1997).

A person can have thousands of attitudes, but Organizational Behavior (PO) focuses on attitudes related to work. This includes job satisfaction, job involvement (the extent to which a person is involved in their work and actively participates in it), and organizational commitment (an indicator of loyalty to, and alignment with, the organization).

Job satisfaction refers to an individual's total attitude towards his or her job. A person with a high level of job satisfaction has a positive attitude towards his work; a person who is dissatisfied with his job has a negative attitude towards it.

CHAPTER IX

POLITICS AND POWER

A. Definition of Power

1. Max Weber

According to Max Weber, power is the ability of a person or group to achieve their own goals in a social situation, despite resistance from other parties. Weber defined power as "a person's ability to impose his or her own will in a social action, despite resistance from others".

2. Robert A. Dahl

Robert A. Dahl defines power as the ability of a person (A) to make another person (B) do something that B would not otherwise do. In other words, power is the ability to influence the actions of other people in accordance with the wishes of the owner of the power.

3. Michel Foucault

Michel Foucault sees power not only as a tool possessed by an individual or group, but as something that is distributed in society and emerges through a network of relationships. Foucault emphasized that power is present everywhere and operates through social mechanisms, institutions and discourse.

4. Talcott Parsons

Talcott Parsons defined power as the capacity to achieve collective goals in society. Parsons saw power as something distributed within a social system and used to maintain social balance and stability.

5. Steven Lukes

Steven Lukes defines power in three dimensions. The first dimension is the ability to make decisions that impact others. The second dimension is control over the agenda and setting of the issues discussed. The third dimension is the ability to shape the desires and preferences of others, so that they accept the status quo as natural.

6. Bertrand Russell

Bertrand Russell defined power as the ability to produce a desired effect. Russell saw power as broad and encompassing various forms, including physical, economic, and social power.

Each of these definitions offers a different perspective on how power operates and what its implications are in social interactions.

B. Difference Between Leadership And Power

Leadership and power are two concepts that are often related, but have fundamental differences in terms of definition, goals and how to implement them. Following are some of the key differences between leadership and power:

1. Definition of Leadership:

Leadership is a person's ability to influence, motivate, and direct other people to achieve common goals. A leader uses interpersonal and communication skills to inspire and guide members of a group or organization.

Power is the capacity of a person or group to influence the actions, behavior or decisions of others, either directly or indirectly. Power can come from various sources such as position, expertise, wealth, or control over resources.

2. Source

a. Leadership

The source of leadership is often charisma, expertise, or personal influence. Leadership can arise from trust, respect, and an individual's ability to motivate and inspire others.

b. Power

Power can come from various things such as formal position (position), control over important resources, the ability to give rewards or punishments, or social and political influence.

3. Goals

a. Leadership

The main goal of leadership is to achieve a shared vision or goal through the cooperation and participation of group members. Leaders focus on team building, improving morale, and achieving collective goals.

b. Power

The goal of power is the ability to control or influence the behavior and decisions of others. The primary focus of power is often on control, influence, and achieving personal or organizational goals.

4. Approach

a. Leadership

The leadership approach uses more persuasion, inspiration and personal example. Leaders tend to work in a way that builds relationships and trust.

b. Power

The power approach can be more coercive and use authority or coercion. Power holders may use threats, rewards, or sanctions to ensure compliance.

5. Relationship with Followers

a. Leadership

The relationship between leaders and followers is usually based on trust and respect. Leaders are respected for their personal qualities and ability to direct a group toward a common goal.

b. Power

The relationship between power holders and those controlled can be more hierarchical and less personal. Compliance is often gained through positional power or the threat of sanctions.

6. Impact

a. Leadership

Effective leadership can produce a team that is motivated, innovative, and productive. Good leaders can create a positive and supportive work environment.

b. Power

Power used excessively or without consideration can give rise to resistance, conflict and dissatisfaction. However, power used wisely can help achieve organizational goals efficiently.

Conclusion

Although leadership and power often interact in organizational and social contexts, leadership focuses more on influence and inspiration to achieve shared goals, while power focuses more on the ability to control and influence the actions of others. Effective leaders often have power, but they use it in ways that build relationships and motivate their followers.

C. Sources of Formal Power

1. Formal Power

Formal power is a form of power that comes from an official position or position in the organizational structure. This power is officially recognized and supported by organizational regulations or policies. Following are some examples of formal powers:

a. Legitimate Power

As previously explained, this power comes from official positions in the organization. Example: a manager has formal power over his team because his position as a manager is recognized by the organization.

b. Coercive Power

In a formal context, this power can be implemented through organizational policies and procedures that regulate sanctions for violations. Example: a supervisor may issue a written warning or disciplinary action in accordance with company policy.

c. Reward Power

In formal structures, this power can come from the ability to provide rewards regulated by the organization, such as salary increases or promotions based on employee performance.

Examples of Formal Power in Organizations

2. CEO or Director:

Has formal power to make strategic and operational decisions that impact the entire organization.

3. Manager:

Has formal power to supervise and direct the work of team members, provide performance evaluations, and determine daily tasks.

4. Supervisors:
Has formal powers to ensure compliance with operational procedures and provide guidance and sanctions where necessary.
5. Government officials:
Has formal powers granted by law or regulation to carry out certain government functions.

Formal power is important in maintaining structure and discipline in organizations, but its effectiveness often depends on how this power is used and combined with other sources of power such as referent power and expert power.

What type of power is more effective than the five bases?

Research result:

1. The ultimate Personal Power effective
2. Expert & Referent power positively related to:
3. Employee satisfaction w/supervision
4. Organizational commitment
5. Performance

D. Dependency: The Key To Power

Dependency theory is a perspective in the social sciences that focuses on the relationship between more developed countries (central countries) and less developed countries (peripheral countries). This theory criticizes traditional assumptions and development models which often assume that development in developing countries will follow in the footsteps of developed countries if they implement the same policies.

Basic Assumptions of Addiction Theory

1. Asymmetric Relationship
Dependency theory argues that the relationship between central countries (developed countries) and peripheral countries

(developing countries) is asymmetrical. Central countries tend to exploit peripheral countries, which causes economic and political dependence of peripheral countries on central countries.

2. Economic Exploitation

Central countries exploit the natural resources and cheap labor of peripheral countries for their own economic gain. This is often done through unfair trade, foreign investment, and control of key industries in peripheral countries.

3. Uneven Development

Dependency theory states that development and progress in central countries often occurs at the expense of peripheral countries. The resulting economic development is not distributed evenly and instead strengthens the dependence of peripheral countries.

4. Domination and Control

The central state has great control over the global economic system, including international financial institutions such as the IMF and World Bank. This allows them to direct global economic policy according to their own interests, often ignoring the needs of peripheral countries.

Main Components of Addiction Theory

1. Imperialism and Colonialism

The history of colonialism and imperialism is seen as the foundation of relations of dependency. Central countries that were once colonial powers still have great influence in their former colonies.

2. Structured Underdevelopment

The underdevelopment of peripheral countries is not a natural condition, but the result of a global economic structure dominated by central countries. This underdevelopment is part of the

dynamics of global capitalism which requires the existence of less developed countries to maintain profits in developed countries.

3. World Systems Theory

This is an elaboration of the dependency theory built by Immanuel Wallerstein. World systems theory classifies the world into three categories: central countries, semi-peripheral countries, and peripheral countries. Semi-peripheral countries function as a buffer between the center and the periphery, sometimes exploiting the peripheral countries while being exploited by the central country.

Criticism of Addiction Theory

1. Deterministic

Some critics argue that dependency theory is too deterministic and does not take into account the ability of peripheral countries to develop through internal reforms and alternative development strategies.

2. Lack of Empirical Evidence

There is criticism that dependency theory is poorly supported by strong empirical evidence, and that some developing countries have succeeded in reducing their dependency and achieving higher levels of development.

3. Semi-peripheral Countries

This theory often ignores the role and development of semi-peripheral countries which shows that not all developing countries remain in a state of dependency and underdevelopment.

4. Modernization and Globalization

Some critics argue that dependency theory fails to fully understand the dynamics of modern globalization which are more complex and multi-dimensional compared to the past.

Relevance of Addiction Theory

Despite its criticism, dependency theory remains relevant in understanding international economic relations, especially in the context of global inequality and the way developed countries influence economic and political policies in developing countries. This theory provides a critical perspective that challenges dominant assumptions about development and economic growth, highlighting how global structures can limit progress in less developed countries.

E. Power Tactics

Power tactics refer to the various strategies and methods used by individuals or groups to gain, maintain, or expand their power within an organization or society. Here are some commonly used power tactics:

1. Rational Persuasion
 - Explanation: Using facts, data, and logic to convince others.
 - Example: Presenting a market analysis report to support a proposed business strategy.
2. Apple Inspiration
 - Explanation: Arouse emotions or moral values to motivate others.
 - Example: Using an inspiring speech to rally support for a project.
3. Consultation
 - Explanation: Involving other people in the planning or decision-making process.
 - Example: Asking the team for their opinion before making an important decision.
4. Coalition Tactics
 - Explanation: Forming an alliance or group to support a specific goal.

- Example: Gathering support from various departments to drive policy change.
5. Legitimacy Tactics
 - Explanation: Using official or regulatory authority to support action.
 - Example: Referring to company regulations to justify certain actions.
 6. Exchange Tactics
 - Explanation: Offering rewards or benefits in exchange for support or cooperation.
 - Example: Promising promotions or bonuses for achieving certain targets.
 7. Pressure Tactics
 - Explanation: Using threats or coercion to gain compliance.
 - Example: Threatening with disciplinary action if employees do not meet performance standards.
 8. Personal Appreciation Tactics (Personal Appeal)
 - Explanation: Requesting support based on personal relationships or friendship.
 - Example: Asking for help from a close coworker to complete a difficult task.
 9. Avoidance Tactics
 - Explanation: Avoiding conflict situations or buying time to plan further actions.
 - Example: Postponing a decision until more complete information is obtained.
 10. Political Maneuvering Tactics
 - Explanation: Uses political intrigue and strategy to influence and control the situation.
 - Example: Maneuvering behind the scenes to thwart a rival's promotion.

11. Manipulation

- Explanation: Using underhanded or deceptive tactics to achieve goals.
- Example: Spreading rumors or false information to damage an opponent's reputation.

12. Controlling Information

- Explanation: Manipulating the flow of information to influence perceptions and decisions.
- Example: Only share certain information that supports a personal agenda.

13. Using Symbols and Rituals

- Explanation: Utilizing symbols, rituals, or traditions to strengthen a position of power.
- Example: Holding an annual event that showcases the organization's strengths and achievements.

14. Delegation Tactics

- Explanation: Handing over tasks or responsibilities to others to build support and loyalty.
- Example: Delegating important projects to trustworthy employees to secure their support.

15. Resource Control

- Explanation: Control access to critical resources such as budget, information, or technology.
- Example: Being the only person who can access critical data for a particular project.

16. Strengthen Position Through Networking

- Explanation: Building relationships with influential people to expand power.
- Example: Attend important events to network with industry leaders.

Each of these power tactics can be used effectively depending on the context and dynamics of the situation. Wise leaders typically use

a combination of several of these tactics and consider the long-term impact their use will have on their relationships and reputation.

F. Individual Strategies In Dealing With Sources Of Power

Understanding the sources of power is an important step for individuals to act effectively in organizations or society. Here are some steps you can take to understand and utilize sources of power:

1. Recognize the Types of Power

Individuals must understand the different types of power that exist in their context, including:

- a. Position Power (Legitimate Power): Power that comes from an official position or position in the organization.
- b. Reward Power: The ability to provide rewards or incentives.
- c. Coercive Power: The ability to impose punishment or sanctions.
- d. Referent Power: Power that comes from charisma or personal attractiveness.
- e. Expert Power: Power that comes from special expertise or knowledge.
- f. Information Power (Informational Power): Power that comes from control over important information.

2. Evaluate Sources of Personal Power

Individuals need to evaluate their own sources of power.

Questions that can be asked include:

- a. What is my position in the organization?: Do I have recognized positional power?
- b. What is my ability to administer rewards or punishments?: Do I have control over resources or incentives?
- c. Do I have special skills or knowledge?: Am I considered an expert in a particular field?

- d. How are my interpersonal relationships?: Do I have influence through charisma or personal relationships?
 - e. What is my access to important information?: Do I have control over data or information that other people need?
3. Identify Other People's Sources of Power
- Understanding other people's sources of power in the organization is also important. This involves:
- a. Observing interactions: Who is respected or feared in the organization? Who is often asked for opinions or decisions?
 - b. Listening to information: What do others say about a particular individual's power and influence?
 - c. Analyzing organizational structure: What is the formal structure of the organization and who occupies key positions?
 - d. Understanding informal networks: Who has influence through social networks or informal alliances?
4. Develop Sources of Power
- After understanding existing sources of power, individuals can work to develop their own sources of power. This can be done by:
- a. Increase skills and knowledge: Undertake relevant training, education, or experience to become an expert in a particular field.
 - b. Building relationships and networks: Develop positive relationships with coworkers, superiors, and other influential people.
 - c. Controlling resources: Looking for ways to gain access or control over important resources in the organization.
 - d. Increase personal charisma: Develop communication, empathy, and leadership skills to increase personal attractiveness.
5. Use Power Effectively and Ethically
- Using power in an ethical and effective way is key to building long-term influence. This involves:

- a. Consistency: Uses power consistently and fairly, without favoritism.
 - b. Openness: Transparency in decision making and use of power.
 - c. Rewards: Giving others the respect and recognition they deserve.
 - d. Cooperation: Encourages collaboration and participation, not just compliance through coercion.
 - e. Integrity: Ensuring that actions taken are aligned with ethical values and principles.
6. Monitor and Adjust Power Tactics
- Finally, it is important to always monitor the effectiveness of the use of power and adjust tactics according to the situation. This can be done by:
- a. Evaluate results: Were the desired goals achieved? How do others react to the use of power?
 - b. Gather feedback: Listen to feedback from colleagues and team members.
 - c. Adjusting strategy: Changing approaches or tactics if they are found to be ineffective or create resistance.

By understanding and managing sources of power wisely, individuals can increase their influence and achieve their goals in an effective and ethical manner.

G. Preferred Power Tactics by Direction of Influence

Power tactics can vary based on the direction of influence an individual wishes to achieve within an organization. The direction of this influence can be upwards (facing superiors), downwards (facing subordinates), or horizontally (facing colleagues). Here are some preferred power tactics based on direction of influence:

1. Upward Influence (Superiors)
 - a. Persuasion Rationale:

Uses logic, data, and evidence to convince superiors of an idea or proposal.

 - Example: Presenting a market analysis report that supports a new project proposal.
 - b. Apple Inspiration:

Generating the company's vision, mission, or values to motivate superiors to accept ideas.

 - Example: Linking the proposal to the company's long-term goals.
 - c. Consultation:

Ask for suggestions or input from superiors to increase their involvement and support.

 - Example: Inviting superiors in initial discussions to develop new strategies.
 - d. Coalition:

Form alliances with others at the same or higher level to support ideas.

 - Example: Get support from several other managers before submitting a proposal to your boss.
2. Downward Influence (Subordinates)
 - a. Rewards Tactics:

Providing rewards or incentives to encourage subordinates to achieve certain goals.

 - Example: Offering bonuses for achieving sales targets.
 - b. Coercion Tactics:

Using threats of punishment or negative consequences to ensure compliance.

 - Example: Giving a written warning if an employee does not meet performance standards.

- c. **Apple Inspiration:**
Inspire and motivate subordinates with a noble vision or goal.
 - Example: Drive the team with a vision of the project's positive impact on the community.
 - d. **Consultation:**
Involve subordinates in decision making to increase commitment and participation.
 - Example: Asking for input from the team when planning a new project.
3. **Horizontal Influence (Peers)**
- a. **Persuasion Rationale:**
Uses logic and evidence to convince colleagues.
 - Example: Present research data that supports a new approach in a joint project.
 - b. **Apple Inspiration:**
Generating a spirit of cooperation through shared goals or collective values.
 - Example: Remind the team of the importance of cooperation to achieve team goals.
 - c. **Coalition:**
Form alliances or networks to support initiatives or ideas.
 - Example: Rallying support from multiple departments to push for policy change.
 - d. **Exchange (Exchange Tactics):**
Offer rewards or mutual assistance to gain support.
 - Example: Agreeing to help each other on each other's projects.

Conclusion

Choosing the right power tactics really depends on the direction of influence you want to achieve. Understanding the context and interpersonal relationships involved helps individuals choose the

most effective tactics appropriate to the situation. Here is a summary of tactics based on direction of influence:

1. Upward Influence:
 - a. Rational Persuasion
 - b. AppleInspirationConsulting
 - c. Coalition
 - d. Downward Influence:
 - e. Reward Tactics
 - f. Coercion Tactics
 - g. Apple Inspiration
 - h. Consultation
2. Horizontal Influence:
 - a. Rational Persuasion
 - b. Apple Inspiration
 - c. Coalition
 - d. Exchange

By selecting and implementing the right tactics, individuals can be more effective in achieving their goals and build better relationships within the organization.

H. Factors Influencing the Choice and Effectiveness of Power Tactics

Some views from experts regarding these factors:

1. John RP French and Bertram Raven
French and Raven identify five bases of power that influence the choice and effectiveness of power tactics:
 - a. Legitimate Power (Position): Derived from an official position in the organization.
 - b. Reward Power: The ability to give rewards.
 - c. Coercive Power (Force): The ability to inflict punishment.

- d. Expert Power: Based on special expertise or knowledge.
- e. Referent Power: Based on charisma or personal attractiveness.

2. Gary Yukl

Gary Yukl, an expert in the field of leadership, identifies various factors that influence the choice and effectiveness of power tactics:

- a. Leader Characteristics: Includes the leader's personality, skills, and values.
- b. Subordinate Characteristics: Such as the needs, values, and perceptions of subordinates.
- c. Relationship between Leaders and Subordinates: Levels of trust and respect.
- d. Situational Characteristics: Task urgency, complexity, and organizational environment.

Yukl also identified several power tactics that are often used in organizations, such as rational persuasion, consultation, inspirational calls, and coalitions.

3. Edgar Schein

Edgar Schein, an expert in the field of organizational culture, highlights the importance of organizational culture in influencing power tactics. According to Schein:

- a. Organizational Culture: The norms, values, and beliefs held by members of an organization influence the way power is exercised and received.
- b. Subculture: The existence of subcultures within an organization that may have different values and norms can influence the effectiveness of power tactics.

4. Henry Mintzberg

Henry Mintzberg identified various ways power is used in organizations and suggested that:

- a. Organizational Structure: Formal and informal structures in organizations influence the choice of power tactics.

- b. Coalitions: The formation of coalitions and alliances can increase individual power within an organization.
5. David McClelland
- David McClelland, through needs theory, states that individual motivation influences the choice and effectiveness of power tactics:
- a. Need for Power: Individuals with a high need for power tend to use tactics that increase their influence.
 - b. Need for Achievement and Affiliation: Individuals with a high need for achievement may be more likely to use tactics that promote task success, whereas individuals with a high need for affiliation may focus more on tactics that build relationships.
6. Geert Hofstede
- Geert Hofstede, through studies of national culture, showed that:
- National Culture: Cultural values in different countries influence the way power is exercised. For example, cultures that score high on power distance tend to be more accepting of the authoritative use of power compared to cultures that score low on power distance.

Conclusion

Based on the views of these experts, it can be concluded that the choice and effectiveness of power tactics is influenced by various interacting factors. These factors include individual characteristics, interpersonal relationships, situations, organizational culture, and the broader cultural context. A deep understanding of these factors can assist leaders and managers in selecting the most appropriate and effective power tactics in their respective contexts.

The application of power in organizations can be seen in various forms and can be used to achieve different goals, whether to motivate, direct or control organizational members. The following are some examples of the application of power in organizations:

1. Legitimacy of Power in the Military

Background: Legitimate power is power that comes from a person's formal position or position in the organization. In the military, the power of legitimacy is very strong due to its strict hierarchical structure.

Implementation:

- **Military Commander:** A commander has legitimate power conferred by his rank. The commander's orders and decisions must be followed by subordinates without question, because such power is recognized and accepted as legitimate within the military structure.
- **Strategic Decisions:** The commander uses his power to make strategic decisions, such as troop movements or tactics in battle, that must be adhered to by all members of his unit.

Results and Impact:

- **Compliance and Discipline:** Legitimate power ensures a high degree of obedience and discipline among military personnel, which is essential to the effectiveness of military operations.
- **Efficiency in Execution:** A hierarchical structure allows decisions to be taken and executed quickly and efficiently.

2. The Power of Rewards in Tech Companies

Background: Reward power is power that comes from the ability to provide rewards or incentives to other people.

Implementation:

- **Performance Awards:** Managers at technology companies like Google use reward power to give bonuses, raises, promotions, or awards to employees who meet or exceed performance targets.
- **Rewards Program:** Companies may have formal recognition programs such as "Employee of the Month" or project-based incentives to encourage better performance.

Results and Impact:

- **Employee Motivation:** The use of reward power can increase employee motivation and performance, because they feel appreciated for their contributions.
- **Employee Retention:** Attractive incentives can help companies retain their best talent.

3. Coercive Power in Manufacturing Companies

Background: Coercive power is power that comes from the ability to punish or threaten someone to get them to obey orders.

Implementation:

- **Disciplinary Action:** Managers in manufacturing companies may use coercive power to enforce workplace safety rules, with the threat of sanctions such as pay cuts, suspension, or even dismissal for those who violate them.
- **Strict Supervision:** Use of close supervision and threats of punishment to ensure that employees follow standard operating procedures and adhere to production schedules.

Results and Impact:

- **Compliance with Rules:** Coercive power can ensure that employees comply with rules and procedures that are important for safety and operational efficiency.
- **Potential Dissatisfaction:** Excessive use of coercive power can cause dissatisfaction, stress, and high employee turnover.

4. Reference Power in the Creative Industries

Background: Referent power is power that comes from another person's admiration, respect, or interest in someone.

Implementation:

- **Inspirational Leadership:** A leader in a creative industry such as a film director or design team leader may have referent power because of their talent, creativity, and charisma. Team members want to work with them and follow their direction because they are inspired by the leader's vision and abilities.

- **Mentoring and Coaching:** Respected leaders can also serve as mentors, helping develop the skills and careers of their team members through guidance and inspiration.

Results and Impact:

- **Engagement and Commitment:** Referral power can increase employee engagement and commitment because they feel motivated and inspired by their leaders.
- **Increased Creativity and Innovation:** Inspirational leaders can encourage a creative and innovative work environment.

5. Expert Powers in the Medical Field

Background: Expert power is power that comes from the knowledge, skills or special expertise that a person has.

Implementation:

- **Medical specialist:** A specialist doctor has expert power because of their medical knowledge and skills. Their decisions and recommendations are respected and followed by other medical staff and patients.
- **Consultation and Recommendations:** Specialist physicians use their expert powers to provide consultation and recommendations regarding the diagnosis and treatment of complex patients.

Results and Impact:

- **Trust and Compliance:** Expert power increases trust and compliance with medical decisions, which is important for good patient care outcomes.
- **Improving Quality of Care:** Knowledge and skills applied effectively can improve the quality of care and patient health outcomes.

Conclusion

The application of power in organizations can vary depending on the type of power used, the organizational context, and the goals to be achieved. Effective use of power can improve employee performance,

motivation and satisfaction, while inappropriate or excessive use of power can cause dissatisfaction and other problems within the organization.

CHAPTER X

LEADERSHIP IN ORGANIZATIONS

A. Definition of Leadership

Leadership definitions have been developed by various experts in the fields of management, psychology, and social sciences. Here are some definitions of leadership according to leading experts:

1. Peter Drucker
 - a. Definition: "Leadership is lifting the vision of others to a higher level, raising their performance to a higher standard, building their personality beyond normal limits."
 - b. Explanation: Drucker emphasized that leadership involves empowering and developing individuals to reach their full potential.
2. John C. Maxwell
 - a. Definition: "Leadership is influence—nothing more, nothing less."
 - b. Explanation: Maxwell believes that the essence of leadership is the ability to influence others.
3. Warren Bennis
 - a. Definition: "Leadership is the capacity to translate vision into reality."

- b. Explanation: Bennis emphasizes that leaders must be able to transform their vision into concrete actions and visible results.
- 4. James MacGregor Burns
 - a. Definition: "Leadership is the leader and followers working together to increase their motivation and morale toward a higher goal."
 - b. Explanation: Burns introduced the concept of transformational leadership, which emphasizes change and collective improvement.
- 5. Bernard Bass
 - a. Definition: "Leadership is the ability of an individual to influence, motivate, and enable others to contribute to the success of an organization."
 - b. Explanation: Bass is also known for transformational and transactional leadership theories, which highlight the importance of influence and motivation in leadership.
- 6. Fred Fiedler
 - a. Definition: "Leadership is the ability to structure, motivate, and direct a group to achieve specific goals."
 - b. Explanation: Fiedler is known for his contingency theory, which states that leadership effectiveness depends on the particular situation and the appropriate leadership style.
- 7. Stephen R. Covey
 - a. Definition: "Leadership is the art of getting other people to do something you want done because they want to do it."
 - b. Explanation: Covey emphasizes the importance of building deep relationships and motivating others intrinsically.
- 8. Robert K. Greenleaf
 - a. Definition: "Leadership is service. A true leader is one who serves others."

- b. Explanation: Greenleaf introduces the concept of service leadership, where leaders focus on the needs of others and serve them first.
- 9. Kouzes and Posner
 - a. Definition: "Leadership is the process of mobilizing people to initiate collective action to achieve important goals."
 - b. Explanation: They emphasize that leadership is about collective mobilization and inspiration to achieve common goals.
- 10. Ralph M. Stogdill
 - a. Definition: "Leadership is the process of influencing the activities of an organized group toward the achievement of goals."
 - b. Explanation: Stogdill focuses on processes and interactions within groups, as well as the influence of leaders in achieving collective goals.

Conclusion

The definition of leadership varies depending on the perspective and focus of each expert. In general, leadership involves the process of influencing and motivating others to achieve certain goals. Some experts emphasize aspects of influence and motivation, while others highlight the importance of vision, change, and service. What these various definitions have in common is that leadership is always related to the ability to mobilize and direct others towards achieving desired goals.

B. Leadership Process in Organizations

According to experts, the leadership process in organizations is as follows:

1. Trait Theory
 - This theory was put forward by Ralph M. Stogdill who stated that leadership is influenced by personal traits such as intelligence,

initiative, alertness, and others. The trait theory of leadership is a classic theory that tries to explain leadership by identifying certain traits or characteristics possessed by effective leaders. This theory seeks to discover the personal qualities that make someone a good leader.

Here are some main points regarding trait theory in leadership:

a. Identify Leader Traits

This theory attempts to identify traits or characteristics that are consistently found in effective leaders. Some frequently identified traits include intelligence, self-confidence, integrity, courage, and adaptability.

b. Intelligence and Analytical Ability

Effective leaders tend to have above average intelligence, strong analytical skills, and extensive knowledge of their field.

c. Personality and Character

Traits such as self-confidence, courage, and integrity are essential. Confident leaders tend to be more assertive and able to make decisions quickly. Integrity and honesty are the basis of trust and credibility.

d. Motivation and Ambition

Leaders often have high levels of motivation and ambition. They are driven by a desire to achieve goals and often have a clear vision of the future.

e. Interpersonal Ability

The ability to communicate effectively, build strong relationships, and motivate others are important traits for leaders. The ability to collaborate and empathize is also included in the interpersonal skills required.

f. Self-Awareness

Good leaders often have a high level of self-awareness, which allows them to recognize their own strengths and weaknesses and manage their emotions well.

g. Criticism of Trait Theory

Although this theory provides insight into the characteristics of effective leaders, there has been criticism that these traits are insufficient to fully explain leadership. Leadership is also influenced by situation, context, and interactions between leaders and followers.

Advantages and Disadvantages of Trait Theory

Excess:

- a. Provides a basis for recognizing leader potential.
- b. Assist in the selection and leadership development process.
- c. Provide a list of desirable traits in a leader.

Lack:

- a. Ignores the situational context that influences leadership.
- b. Not everyone with these traits will be an effective leader.
- c. Focusing too much on the individual and ignoring the role of the team or group.

Overall, trait theories of leadership provide useful insight into the qualities that might make a person a good leader, but they do not provide a complete picture of effective leadership in all situations.

2. Behavioral Theory

This theory focuses on what leaders do rather than their personal traits. Behavioral theory of leadership emerged as a response to the limitations of trait theory, with a focus on observable and learned behavior carried out by leaders, rather than innate traits or characteristics. This theory emphasizes that effective leadership can be learned and developed through training and experience, not just based on inherent personal characteristics.

The following are some of the main concepts in leadership behavior theory:

- a. Two-Dimensional Approach: Behavioral theories often identify two main dimensions of leadership behavior:
 - 1) Considerations: Refers to the extent to which a leader shows concern and support for their subordinates, pays attention to their needs and feelings, and builds good relationships.
 - 2) Initiation Structure: Refers to the degree to which a leader defines their own and subordinates' roles, sets goals, and ensures tasks are completed efficiently.
- b. Ohio and Michigan Universities Study: Research by Ohio and Michigan Universities in the 1940s and 1950s helped develop an understanding of leadership behavior.
 - 1) Ohio University: Identifying two main dimensions, namely consideration and initiation structure.
 - 2) University of Michigan: Found two types of leadership behavior, namely task-oriented and relationship-oriented.
- c. Managerial Grid (Managerial Grid): Developed by Robert Blake and Jane Mouton in the 1960s, the managerial grid places leadership in a matrix consisting of attention to production (task-oriented) and attention to people (people-oriented). The combination of these two dimensions results in five main leadership styles:
 - 1) Impoverished Management: Low in attention to production and people.
 - 2) Authority-Compliance Management: High in concern for production and low in concern for people.
 - 3) Country Club Management: High in concern for people and low in concern for production.
 - 4) Middle-of-the-Road Management: Currently paying attention to production and people.

- 5) Team Management: High in attention to production and people, considered the most effective leadership style.
- d. Theory X and Theory Y: Developed by Douglas McGregor, this theory categorizes two different views of labor and management:
 - 1) Theory X: Assumes that workers inherently dislike work and need to be closely supervised.
 - 2) Theory Y: Assumes that workers enjoy their work and can organize themselves if given the opportunity.

Advantages and Disadvantages of Behavioral Theory

Excess:

- a. Provides a basis for leadership training and development, as behavior can be learned and improved.
- b. Identify specific behaviors that can help leaders become more effective.
- c. Focus on actions and observable results.

Lack:

- a. Does not consider context or situations that might influence the effectiveness of a particular behavior.
- b. Not all behaviors that are effective in one situation will be effective in another situation.
- c. Does not provide clear guidance on how to balance different behaviors in complex situations.

Overall, behavioral theories in leadership offer valuable insight into how leaders can act to become more effective. However, it is also important to consider situational and contextual factors that may influence leadership.

Some important studies and figures that contributed to the development of behavioral theories in leadership include:

- a. Ohio University Study
Researchers at Ohio University, including Ralph Stogdill and his colleagues, conducted a series of studies in the 1940s

and 1950s that identified two main dimensions of leadership behavior: consideration and initiation structure.

- b. University of Michigan Study
Research led by Rensis Likert and colleagues at the University of Michigan in the same period also identified two main types of leadership behavior: task-oriented and relationship-oriented.
- c. Robert Blake and Jane Mouton
Developed the Managerial Grid (also known as Blake and Mouton's Leadership Grid) in the 1960s. This model identifies various leadership styles based on concern for production and concern for people.
- d. Douglas McGregor
Proposed Theory

Summary of Contributions

- a. Ohio University: Examining consideration and initiation structure as major dimensions of leadership behavior.
- b. University of Michigan: Examines task- and relationship-oriented behavior.
- c. Blake and Mouton: Develop a managerial grid that combines attention to production and people.
- d. McGregor: Developing theory X and theory Y which influence the understanding of leadership behavior.

Behavioral theory in leadership developed through the collective contributions of these studies, all of which focused on how leader behavior can be observed, studied, and improved to achieve greater leadership effectiveness.

3. Contingency Theory

This theory states that effective leadership style depends on the situation. An example is Fiedler's Contingency Theory which looks at the relationship between leadership style and situation. Contingency Theory in leadership states that there is no one

leadership style that is most effective in all situations. Leadership effectiveness depends on various situational factors that influence the leader and his followers. This theory combines aspects of trait theory and behavioral theory, but emphasizes the importance of context or situation.

Following are some of the main approaches in contingency theory:

a. Fiedler's Leadership Theory

Developed by Fred Fiedler, this theory proposes that leadership effectiveness depends on:

- 1) Leadership Style: Fiedler identifies two main styles: task-oriented and relationship-oriented. This style is measured using the Least Preferred Co-worker (LPC) scale.
- 2) Leadership Situation: Fiedler identified three situational factors that influence leadership effectiveness:
 - Leader-Follower Relationships: The extent to which the leader is accepted and supported by his followers.
 - Task Structure: The extent to which the tasks to be performed are clear and structured.
 - Positional Strength: The extent to which the leader has the power and authority to provide rewards or punishments.

b. Path-Goal Theory

Developed by Robert House, this theory emphasizes that leaders should help followers achieve their goals by:

- 1) Identifying Appropriate Leadership Styles: Leaders can use various styles such as directive, supportive, participative, and achievement-oriented depending on the needs and characteristics of followers and the task at hand.

- 2) **Adapting Style to the Situation:** Leaders must adapt their leadership style to the needs of followers and the situation to motivate them and help them achieve goals.
- c. **Hersey and Blanchard's Situational Leadership Model**
Developed by Paul Hersey and Ken Blanchard, this model proposes that leadership effectiveness depends on the maturity level of followers which is divided into four levels:
 - 1) **Directing:** Leaders provide clear and specific directions.
 - 2) **Coaching:** Leaders provide direction and support.
 - 3) **Supporting:** Leaders provide support and participation.
 - 4) **Delegating:** The leader provides little direction and support, leaving followers to work on their own.
 - d. **Vroom-Yetton-Jago Decision Model**
This model focuses on how leaders make decisions and adapt their leadership style based on the situation. This model provides a variety of decision-making styles from authoritative to participative, and helps leaders determine which style is most effective based on situational factors such as the importance of decision quality, available time, and level of follower involvement.

Advantages and Disadvantages of Contingency Theory

Excess:

- a. Recognize that no one leadership style is effective in all situations.
- b. Emphasizes the importance of flexibility and adaptability in leadership.
- c. Provides a framework for analyzing situations and selecting an appropriate leadership style.

Lack:

- a. Complexity in identifying and assessing all relevant situational factors.
- b. May require frequent and rapid adjustments in leadership style, which can be challenging.
- c. Does not always provide clear guidance on how to practically measure or assess situational variables.

Contingency Theory offers the insight that effective leadership is about adapting leadership style to the situation at hand, as well as understanding that various contextual factors can influence leadership outcomes.

4. Path-Goal Theory

This theory was put forward by Robert House, who stated that leaders must help followers achieve goals by providing direction, support, or rewards. Path-Goal Theory is a contingency leadership theory developed by Robert House in 1971. This theory is based on Victor Vroom's expectancy theory of motivation, which states that individuals will be more motivated to act if they believe that the action will produce the desired outcome.

Key Principles of Path-Goal Theory

Path-Goal Theory focuses on how leaders motivate followers to achieve goals by clarifying the "path" they must take and ensuring that the "goal" to be achieved is compelling and achievable. Leaders act as guides who help followers achieve their goals through:

- a. Determining the Right Leadership Style:
 - 1) Directive Leadership: The leader provides clear direction about what to do, when, and how to do it. This helps reduce uncertainty and provides structure.
 - 2) Supportive Leadership: The leader shows concern and support for the needs and well-being of followers. This improves morale and job satisfaction.

- 3) **Participative Leadership:** Leaders involve followers in decision making and listen to their input. This increases commitment and a sense of belonging.
 - 4) **Achievement-Oriented Leadership:** The leader sets challenging goals and shows confidence that followers can achieve them. It encourages followers to achieve high performance.
- b. **Identifying Situational Factors:**
- 1) **Follower Characteristics:** Such as the level of experience, abilities, and needs of followers.
 - 2) **Work environment:** Such as the nature of the task, the formality of the organizational structure, and group dynamics.
- c. **Adapting Leadership Style Based on the Situation:** Leaders must be flexible and able to change their style according to the needs of followers and the demands of the situation. For example, in situations where tasks are unclear, the leader may use a directive leadership style to provide clear direction.

Motivational Processes in Path-Goal Theory

This theory emphasizes three main components of motivation:

- a. **Expectancy:** Belief that effort will result in good performance.
- b. **Instrumentality:** The belief that good performance will result in certain outcomes or rewards.
- c. **Valence:** An individual's value or interest in the result or reward.

Leaders play an important role in increasing expectancy, instrumentality, and valence by:

- a. Provide direction and guidance to ensure followers know what is expected of them.
- b. Provide the resources and support necessary to achieve goals.
- c. Link good performance to desired rewards.

Advantages and Disadvantages of Path-Goal Theory

Excess:

- a. Emphasizes the importance of flexibility in leadership and the ability to adapt style based on follower needs and the situation.
- b. Integrates motivation theory with leadership, providing insight into how to motivate followers.
- c. Highlights the leader's role in removing obstacles and facilitating goal achievement.

Lack:

- a. Complexity in practical application, as it requires accurate assessment of various situational factors.
- b. Does not always provide clear guidance on how to choose the most appropriate leadership style in a given situation.
- c. Requires leaders who are highly adaptive and have a deep understanding of followers and situations.

Overall, Path-Goal Theory provides a comprehensive framework for leaders to motivate and guide their followers toward goal achievement through adapting leadership styles to suit the situation and needs of followers.

5. Transformational Leadership Theory

This theory was put forward by James MacGregor Burns who stated that transformational leaders motivate followers to achieve higher performance by transforming their attitudes, beliefs and values. Transformational Leadership Theory is an approach to leadership that focuses on the ability of leaders to inspire and motivate their followers to achieve higher performance and achieve positive change in the organization. This concept was first introduced by James MacGregor Burns in 1978 and then further developed by Bernard M. Bass.

Key Principles of Transformational Leadership

Transformational leadership focuses on four main components known as the "4 I's":

- a. Idealistic Influence:
 - 1) Leaders act as role models who are respected and followed by followers. They demonstrate high levels of integrity, ethics and commitment to organizational values.
 - 2) Leaders with idealistic influence build trust and credibility, so that followers are motivated to imitate their behavior and values.
- b. Inspirational Motivation:
 - 1) Leaders inspire and motivate followers with clear and challenging visions and goals.
 - 2) They use effective communication to convey their vision and instill passion and enthusiasm in followers.
 - 3) Leaders provide hope and optimism about the future, so that followers feel driven to achieve higher goals.
- c. Intellectual Stimulation:
 - 1) Leaders encourage followers to think creatively and innovatively, and challenge existing assumptions and ways of thinking.
 - 2) They create an environment that supports problem solving and the exploration of new ideas.
 - 3) Leaders value input and ideas from followers, and encourage them to take measured risks.
- d. Individualized Consideration:
 - 1) Leaders provide individual attention and support to each follower, and recognize their unique needs and aspirations.
 - 2) They act as mentors and coaches, helping followers develop their skills and abilities.

- 3) Leaders create relationships that support and encourage followers' personal and professional growth.

Advantages and Disadvantages of Transformational Leadership

Excess:

- a. Increase Motivation and Performance: By inspiring and motivating followers, transformational leadership can improve individual and group performance.
- b. Creating Positive Change: Transformational leaders are able to create significant and positive changes in organizations, increasing innovation and adaptability.
- c. Building Strong Relationships: By providing individual attention and support, leaders build strong, trusting relationships with followers.

Lack:

- a. Depends on the Leader's Ability: The success of transformational leadership is very dependent on the leader's ability and charisma, so it is difficult to implement if the leader does not have these qualities.
- b. Risk of Over-Dependence: Followers may become too dependent on the leader, reducing their independence and initiative.
- c. Potential for Abuse: If not balanced with ethics and integrity, the power of influence of a transformational leader can be misused for unethical purposes.

Implementation of Transformational Leadership

To implement transformational leadership effectively, leaders need to:

- a. Develop a clear vision and communicate it in an inspiring way.
- b. Demonstrate integrity, ethics and commitment to the values held.

- c. Create an environment that supports innovation and creative thinking.
- d. Provide individual attention and support tailored to followers' needs and aspirations.
- e. Be a role model and mentor to followers, encouraging them to reach their full potential.

Transformational leadership has great potential to bring positive change and improve performance in organizations, especially in dynamic and challenging environments.

Some examples of leadership style cases in various well-known companies:

a. Steve Jobs at Apple

Background: Steve Jobs, one of the founders of Apple Inc., was known for his visionary and charismatic leadership style.

Leadership Style:

- 1) Visionary: Jobs had a clear vision of the future of technology and how Apple should play a role in it. He is known for his ability to see the potential of products that don't yet exist and encourage his team to create them.
- 2) Transformational: Jobs often challenged the status quo and encouraged innovation. He inspires and motivates his team to achieve the seemingly impossible.
- 3) Authoritative: Although inspiring, Jobs was also known as a tough and demanding leader. He has very high standards and often takes a firm stand against employees who do not meet his expectations.

Results and Impact:

- 1) Product Innovation: Under Jobs' leadership, Apple launched iconic products such as the iPod, iPhone, and iPad, which revolutionized the technology industry.

- 2) **Company Growth:** Apple has grown into one of the largest and most valuable technology companies in the world.
 - 3) **Company Culture:** Jobs' leadership created a culture of innovation and quality at Apple, although some employees complained about his harsh leadership style.
- b. **Elon Musk on Tesla and SpaceX**

Background: Elon Musk is the CEO and founder of several leading technology companies, including Tesla and SpaceX.

Leadership Style:

- 1) **Transformational and Visionary:** Like Jobs, Musk has big visions of the future, such as electric vehicles becoming accessible to many people and the colonization of Mars.
- 2) **Participative:** Musk is often directly involved in technical projects and drives innovation from the bottom up, listening to ideas from engineers and technicians.
- 3) **Authoritative and Achievement Oriented:** Musk is also known for being demanding and setting extremely high standards, pushing his team to work hard and achieve ambitious targets.

Results and Impact:

- 1) **Technological Innovation:** Under Musk's leadership, Tesla became a leader in the electric vehicle industry, and SpaceX achieved a milestone in commercial spaceflight.
- 2) **Fast Growth:** Both companies grew rapidly and became key players in their respective industries.
- 3) **Challenges and Criticism:** Musk's intense leadership style and high expectations often lead to high stress among employees and high turnover rates.

- c. **Satya Nadella at Microsoft**

Background: Satya Nadella became CEO of Microsoft in 2014, replacing Steve Ballmer.

Leadership Style:

- 1) Transformational and Collaborative: Nadella is focused on transforming Microsoft's culture, driving collaboration, learning and innovation.
- 2) Empathy and Support: Nadella is known as an empathetic and supportive leader, seeking to understand and empower employees.
- 3) Focus on Growth and Learning: Nadella encourages a culture of continuous learning and experimentation, enabling employees to continuously develop and innovate.

Results and Impact:

- 1) Business Transformation: Under Nadella's leadership, Microsoft shifted focus to cloud computing and succeeded in increasing revenue from Azure.
- 2) Improvement of Company Culture: The work culture at Microsoft is becoming more inclusive and collaborative, with increased employee satisfaction and engagement.
- 3) Company Growth: Microsoft is once again one of the most valuable and innovative technology companies in the world.

d. Mary Barra at General Motors (GM)

Background: Mary Barra became CEO of General Motors in 2014, becoming the first woman to lead one of the big three US automakers.

Leadership Style:

- 1) Transformational and Collaborative: Barra led a culture change at GM, promoting transparency, collaboration and responsibility.
- 2) Empathy and Empowerment: Barra focuses on listening to employees and customers, and empowering teams to make informed decisions.

- 3) Innovation Oriented: He pushed GM to focus on technological innovation, such as electric and autonomous vehicles.

Results and Impact:

- 1) Cultural Change: Barra succeeded in changing GM's culture to be more transparent and responsible.
- 2) Product Innovation: GM is becoming more competitive in the areas of electric vehicles and autonomous technology.
- 3) Employee Satisfaction: Empathetic and collaborative leadership increases employee satisfaction and engagement.

Conclusion

From the examples above, it can be seen that different leadership styles can produce different results depending on the organizational context and industry. Some of the lessons that can be learned include the importance of a clear vision, the ability to inspire and motivate, and flexibility in adapting leadership styles to suit the needs of the organization and employees.

CHAPTER XI

ORGANIZATIONAL CULTURE

A. Definition and Concept of Organizational Culture

Organizational culture is an important concept in the world of management and organizations. The following are the definitions and concepts of organizational culture according to several experts:

1. Edgar Schein

According to Edgar Schein, organizational culture is a pattern of basic assumptions discovered, created, or developed by a particular group as they adapt to external problems and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to view, think, and feel in relation to these problems.

2. Stephen P. Robbins

Stephen P. Robbins defines organizational culture as a system of shared meaning held by members that differentiates the organization from other organizations.

3. Jerald Greenberg and Robert A. Baron

According to Jerald Greenberg and Robert A. Baron, organizational culture is a cognitive framework consisting of

attitudes, values, norms of behavior, and expectations shared by members of an organization.

4. Michael Armstrong
Michael Armstrong states that organizational culture is a pattern of values, norms, beliefs, attitudes and assumptions that can shape the way people behave and do things in an organization.
5. Stephen P. Robbins and Timothy A. Judge
Stephen P. Robbins and Timothy A. Judge define organizational culture as a system of shared meaning held by members that differentiates the organization from other organizations.

From these definitions, it can be concluded that organizational culture is a system of values, beliefs, norms and assumptions shared by members of an organization that differentiates the organization from other organizations. Organizational culture influences the way every member of the organization thinks, behaves and acts.

B. Benefits of Organizational Culture

Organizational culture plays a very important role in shaping the identity and character of an organization. The following is a further explanation of the importance of organizational culture:

1. Organizational culture reflects the values, beliefs, and norms held by organizational members. It shapes the identity and image of the organization in the eyes of the public and stakeholders.
2. Organizational culture helps shape the behavior and actions of organizational members. This creates consistency in the way it operates and interacts with the external environment, establishing a unique organizational character.
3. A strong organizational culture can increase employee commitment and loyalty to the organization. This helps strengthen the identity of the organization and makes employees feel proud to be a part of it.

4. Organizational culture influences the way decisions are made, problem solving, and approach to change in the organization. It reflects the character and priorities of the organization.
5. Organizational culture can be a source of sustainable competitive advantage. Organizations with a strong and positive culture tend to be more effective and successful in achieving their goals.
6. Organizational culture helps attract and retain employees whose values and personality match those of the organization. This strengthens the identity and character of the organization on an ongoing basis.

Thus, organizational culture plays an important role in shaping the identity and character of an organization, making it unique and differentiating it from other organizations. A strong and positive organizational culture can improve performance, employee commitment, and the long-term success of the organization.

C. Dimensions of Organizational Culture

Dimensions in organizational culture refer to the different characteristics or aspects of culture that can be observed and measured in an organization. Various models of organizational culture have identified various dimensions that provide insight into the values, norms, and behaviors that are dominant in the organization. The following are some general dimensions of organizational culture:

1. Stability vs. Decent Orientation Flexibility
 - a. Stability: Stable cultures tend to maintain traditions, routines, and consistency in organizational processes and policies.
 - b. Flexibility: Flexible cultures are more open to change, innovation, and adaptation to changing environments.
2. Task Orientation vs Relationship Orientation
 - a. Task Orientation: Primary focus on achieving organizational goals, results, and performance.

- b. Relationship Orientation: Concern for interpersonal relationships, team support, and employee well-being.
- 3. Individual Orientation vs. Individual Collective Orientation
 - a. Individual: Focus on employee achievement, personal development, and individual needs.
 - b. Collective: Emphasis on solidarity, collaboration, and shared identity among organizational members.
- 4. Control Orientation vs. Control Innovation Orientation
 - a. Control: Emphasis on strict organization, hierarchical structure, and adherence to rules and procedures.
 - b. Innovation: The drive to create, experiment, and develop new ideas to improve performance and competitiveness.
- 5. Past-Based Orientation vs. Past-Based Future Based
 - a. Past Based: Emphasis on an organization's history, traditions, and past successes.
 - b. Future-Based: Focuses on the vision, change, and achievement of the organization's long-term goals.
- 6. Equality Orientation vs. Equity Hierarchical Orientation
 - a. Equality: A culture that encourages open communication, participation, and democratic decision making.
 - b. Hierarchy: An interest in hierarchical structure, authority, and clearly defined roles.
- 7. Family-Based Orientation vs. Family-Based Market Based
 - a. Family Based: A culture that emphasizes warm relationships, trust, and family-like caring.
 - b. Market Based: Focus on competition, achieving targets, and improving performance similar to the business market.
- 8. Quality Orientation vs. Product Quantity Orientation
 - a. Quality: Emphasis on excellence, accuracy and high quality service to customers.
 - b. Quantity: The drive to achieve production or sales targets with large quantities.

9. Local Onboarding vs. Local Global
 - a. Local: A culture that values local values, traditions and practices.
 - b. Global: Focus on global perspectives, diversity, and adaptation to global markets.
10. Risk Orientation vs. Risk Orientation Conservative Orientation
 - a. Risk: A culture that values innovation, experimentation and taking measured risks.
 - b. Conservative: Emphasis on security, stability, and excessive risk avoidance.

Conclusion

Dimensions in organizational culture provide an understanding of the dominant values, norms and behaviors in an organization. Understanding these dimensions helps leaders and managers design appropriate strategies to strengthen a positive culture, improve organizational performance, and achieve long-term goals.

D. Types of Organizational Culture

Organizational culture types refer to the various cultural characteristics that can be identified in an organization. Different types of organizational culture reflect the combination of values, norms, and behaviors that are dominant within it. The following is a brief explanation of several commonly recognized types of organizational culture:

1. Strong Culture
 - a. Description: A strong culture is a culture in which the values, norms and beliefs of the organization are highly emphasized and internalized by the members of the organization.
 - b. Characteristics: Consistency, uniformity, high commitment to the organization's vision and goals, and strong loyalty to the culture.

- c. Example: Google is known for a strong culture that emphasizes innovation, creativity, and freedom of thought.
2. Weak Culture
- a. Description: A weak culture is a culture in which the values, norms and beliefs of the organization are not very clear or are not strongly internalized by members of the organization.
 - b. Characteristics: Uncertainty, differences in perception between organizational members, and lack of consistency in behavior and decisions.
 - c. Example: A newly founded organization or undergoing a management change may have a weak culture due to a lack of consistency and stability.
3. Innovative Culture
- a. Description: An innovative culture is one in which values, norms, and beliefs encourage experimentation, measured risk, and creativity.
 - b. Characteristics: Encouragement of change, appreciation of new ideas, and emphasis on learning and adapting.
 - c. Example: Technology companies like Apple or Tesla often have an innovative culture that allows them to develop revolutionary products and services.
4. Conservative Culture
- a. Description: A conservative culture is a culture in which values, norms, and beliefs promote stability, security, and conservatism.
 - b. Characteristics: Firmness towards tradition, respect for authority, and resistance to significant change.
 - c. Example: Organizations with a long, conservative history, such as financial institutions or government agencies, often have a strong conservative culture.

5. Hierarchical Culture
 - a. Description: Hierarchical cultures are cultures in which a hierarchical structure and clear authority are emphasized.
 - b. Characteristics: Emphasis on clearly defined structures and roles, centralized decision making, and limited vertical communication.
 - c. Example: Military organizations or large corporations with a strictly hierarchical structure usually have a hierarchical culture.
6. Collaborative Culture
 - a. Description: A collaborative culture is one where cooperation, participation, and open communication are encouraged.
 - b. Characteristics: Trust, respect for the opinions of others, and emphasis on teams and collaboration across departments or units.
 - c. Example: Tech start-ups or creative companies often have a collaborative culture that enables creativity and innovation.

Different types of organizational culture reflect different values, norms, and behaviors within an organization. Understanding organizational culture types can help leaders and managers design appropriate strategies to strengthen a positive culture, improve organizational performance, and achieve long-term goals.

E. Formation of Organizational Culture

Organizational culture formation refers to the process by which the values, norms, beliefs, and behaviors that are part of the culture of an organization are established, strengthened, and maintained. This process is very important because organizational culture has a significant impact on performance, motivation, employee retention, and overall organizational success. The following is an explanation of the formation and formation of organizational culture:

1. Formation of Organizational Culture:
 - a. Process: The formation of organizational culture begins from the beginning of the organization's founding and continues to develop over time. The initial values, norms, and beliefs held by the founder or early leaders of an organization often form the foundation of an organization's culture.
 - b. Importance of Leaders: The role of leaders is very important in the formation of organizational culture. Leaders set examples, determine priorities, and encourage desired behaviors that will shape the culture of the organization.
 - c. Rituals and Traditions: Rituals and traditions of an organization also play a role in shaping culture. Ceremonies, social events, and other routine activities help reinforce the values and norms that are considered important in the organization.
 - d. Employee Selection: The employee selection process also contributes to the formation of organizational culture. Organizations tend to attract individuals who align with their existing values and culture.
2. Shaping Organizational Culture:
 - a. Consistency and Recognition: One of the primary roles of leaders and managers is to strengthen the organizational culture through consistency in their behavior and decisions. When leaders and managers take action in line with the organization's values, this strengthens the culture.
 - b. Commitment To Employee Development: Investing in employee development is also a way to shape organizational culture. Training, mentoring, and career development help organizational members understand and internalize organizational values.
 - c. Communication: Open and clear communication about the organization's values and goals helps strengthen the culture. Effective internal communication ensures that members of

the organization understand the hopes and expectations associated with the culture.

- d. Feedback and Rewards: Providing targeted feedback and rewards to organizational members who demonstrate behavior consistent with the organization's culture is another way to shape culture. This signals that the desired behavior is appreciated and encouraged.

Conclusion:

The creation and formation of organizational culture is a continuous and complex process that involves a variety of factors, including leaders, employees, rituals, and communication. By understanding the importance of this process, leaders and managers can proactively influence organizational culture to support the organization's overall goals and vision.

F. Stages of the Organizational Culture Process

The organizational culture process involves a complex and ongoing series of stages that form, strengthen, and maintain culture in an organization. Although there is no single explanation of these stages, here is a general approach to the stages of the organizational culture process:

1. Introduction to Organizational Values and Norms:
The initial stage in the organizational culture process is the introduction of the values, norms and beliefs that underlie organizational culture. This can be done through formal and informal communication, employee training, and direct experience within the organization.
2. Validation of Values and Norms:
After the organization's values and norms are known, the next stage is the validation or acceptance of these values by members

of the organization. This occurs when organizational members actively adopt and internalize existing values and norms.

3. Behavior Modeling:

Leaders and influential organizational members play an important role in this stage by modeling behavior that is consistent with the organization's values and norms. When desired behavior is demonstrated by the leader and other team members, it sets a powerful example for the rest of the organization.

4. Strengthening Culture:

This stage involves steps to strengthen and maintain organizational culture. This can be done through rewarding and recognizing culture-consistent behavior, consistent communication of organizational values, and developing systems and processes that support the desired culture.

5. Adaptation and Evolution:

Organizational culture is not static; it will develop and change over time. This stage involves the process of adapting and evolving organizational culture to changes in the internal and external environment. This can involve changes in organizational values or norms, as well as the introduction of new cultural elements.

6. Evaluation and Monitoring:

It is important to regularly evaluate organizational culture to ensure that desired values and norms are maintained. This evaluation process can involve employee surveys, analysis of organizational culture, and direct observation of workplace behavior and interactions.

7. Change and Innovation:

Sometimes, organizations need to undergo cultural change to adapt to changes in the environment or to achieve new goals. This involves taking steps to identify areas where the culture needs to be updated or improved, as well as implementing appropriate change strategies.

Conclusion:

The stages in the organizational culture process are dynamic and closely related to each other. This process involves complex interactions between individuals, leaders, values, norms, and organizational practices. By understanding these stages, organizations can plan and manage their organizational culture to achieve optimal performance and create a positive work environment.

G. Impact of Organizational Culture

Organizational culture has a broad and significant impact on various aspects of an organization. Here are some of the main impacts of organizational culture:

1. Organizational Performance:
 - a. Positive: A strong, coherent, and positive culture tends to contribute positively to organizational performance. A culture that supports innovation, collaboration and employee commitment can increase productivity and efficiency.
 - b. Negative: A culture that is not aligned with organizational goals or does not support teamwork can hinder organizational performance. A culture that is too hierarchical or too resistant to change can also hinder adaptation and innovation.
2. Employee Satisfaction and Engagement:
 - a. Positive: A culture that is supportive, inclusive, and empowering tends to increase employee satisfaction and engagement. Employees feel valued, heard, and have a meaningful contribution in a positive work environment.
 - b. Negative: An unsupportive, authoritarian, or employee-unfriendly culture tends to reduce employee satisfaction and engagement. This can result in high turnover rates and reduced motivation.

3. Employee Retention:
 - a. Positive: A strong and positive culture can be a strong pulling factor for employees to stay with the organization. Employees feel attached to the values and identity of the organization.
 - b. Negative: An unhealthy or unsupportive culture tends to cause employees to feel dissatisfied and want to leave the organization. High turnover rates can lead to financial losses and loss of knowledge.
4. Innovation and Adaptation:
 - a. Positive: A culture that supports experimentation, measured risk, and creativity tends to facilitate organizational innovation and adaptation to market or technological changes.
 - b. Negative: A culture that is conservative or too control-oriented can hinder innovation and adaptation. Organizations may fail to change quickly in a constantly changing environment.
5. Organizational Image and Reputation:
 - a. Positive: A positive and inclusive organizational culture can improve an organization's image and reputation in the eyes of employees, customers and the general public. This can help organizations attract the best talent and gain broader support.
 - b. Negative: A detrimental culture, such as scandals or ethically inappropriate behavior, can damage an organization's image and reputation. This can have a negative impact on customer trust and relationships with stakeholders.

Conclusion:

The impact of organizational culture is broad and affects various aspects of an organization, from employee performance and retention to innovation and reputation. Therefore, it is important for leaders and managers to understand and manage their organizational culture well to create a positive, high-performance work environment.

Here are some examples of famous case studies on organizational culture:

1. Google

Background: Google is known for its unique and innovative organizational culture, which has helped the company become one of the largest and most influential technology companies in the world.

Organizational culture:

- a. **Innovation and Creativity:** Google encourages employees to think creatively and innovatively, giving time and resources to experimental projects through programs like "20% time," where employees can spend 20% of their time working on projects of their choosing.
- b. **Openness and Transparency:** Google implements a policy of openness and transparency, including in decision-making processes and sharing information widely across the organization.
- c. **Supportive Work Environment:** Google offers a variety of facilities and a comfortable and supportive work environment, such as recreation areas, free food, and workplace health services.

Results and Impact:

- d. **High Performance and Innovation:** This culture has resulted in various innovative products such as Google Search, Gmail, and Google Maps.
- e. **Employee Satisfaction:** High level of employee satisfaction and low turnover rate.

2. Netflix

Background: Netflix is known for its unique approach to organizational culture, summarized in the document "Netflix Culture: Freedom & Responsibility."

Organizational culture:

- a. **Freedom and Responsibility:** Netflix gives employees wide freedom in terms of working hours and ways of working, with the expectation that they will be responsible and deliver extraordinary results.
- b. **High Performance:** Focus on high performance and individual contribution, with the expectation that employees who do not meet standards will quickly leave the company.
- c. **Transparency:** Netflix prioritizes transparency in communications and decision-making, with open access to critical information across the organization.

Results and Impact:

- d. **Innovation in Streaming Services:** This culture allows Netflix to continue to innovate in streaming services and original content production.
 - e. **Challenges in Work Balance:** This approach also leads to challenges regarding the balance between work and personal life for some employees.
3. Zappos

Background: Zappos, an online retail company known for its exceptional customer service culture.

Organizational culture:

- a. **Customer Orientation:** Zappos focuses heavily on exceptional customer service, with the philosophy that customer happiness is the top priority.
- b. **Core Values and Vision:** The company adopted 10 core values that cover everything from creating fun and a little weirdness, to pursuing growth and learning.
- c. **Positive Work Environment:** Zappos creates a positive and fun work environment, with a variety of social activities and a close-knit team.

Results and Impact:

- d. **Customer Loyalty:** A strong customer service culture has resulted in high customer loyalty and a positive reputation.
- e. **Business Growth:** Zappos has experienced significant growth and was eventually acquired by Amazon in 2009.

Conclusions from Case Studies

From the examples above, it can be seen that organizational culture has a major impact on:

- a. **Employee performance:** A supportive and motivating culture can improve individual and team performance.
- b. **Innovation:** An environment that encourages creativity and freedom can produce significant innovation.
- c. **Employee Loyalty and Satisfaction:** A positive and inclusive culture can increase employee satisfaction and loyalty, reducing turnover rates.
- d. **Business Success:** A strong and consistent culture can support business strategy and help an organization achieve its goals.

However, it is important to remember that organizational culture must be tailored to a company's specific context, including its industry, size, and business strategy.



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The understanding of organizational behavior has been put forward by several experts. The proposed definition includes factors that influence how people as individuals and as group members behave in organizations and their influence on organizational structures and systems. The attitudes and behavior of diverse people in this organization are studied to find solutions on how management can manage the organization effectively.

Conceptually, Robbins and Judge (2013) provide an understanding of organizational behavior as a field of study that investigates the impact of individuals, groups and structures on behavior in organizations with the aim of applying this knowledge to improve organizational effectiveness. As a field of study, Organizational Behavior studies three determinants in organizations, namely individuals, groups, and structure. Organizational behavior applies knowledge about behavior that is associated with the work activities and work results of organizational members.

There are two things that focus on organizational behavior, namely actions and attitudes of people in the organization (Ratmawati and Herachwati, 2007). This field of study of organizational behavior is a science derived from the study of human actions and attitudes. As a field of study, organizational behavior consists of a collection of theories and models as Ways of Thinking about certain phenomena. Organizational behavior as a science studied to solve various problems of human behavior in organizations, offers challenges for understanding various organizational complexities. This really supports the understanding that many organizational problems have various causes, so that the approach to solving organizational problems refers to the human conditions and situations in the organization concerned.



ORGANIZATIONAL

- Behavior -

