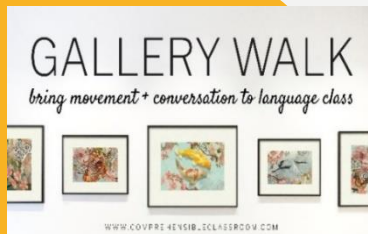
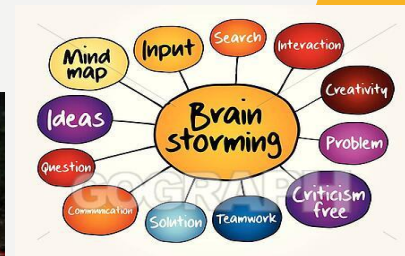


ORGANIZATIONAL BEHAVIOR

Learning by Doing



Organizational behavior

Learning by Doing

Sabariah bt Abd Rahman

Vol. 1

Writer

Sabariah bt Abd Rahman

Published in 2021

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ACNOWLEDGEMENT

In the present world of competition, there is a race of existence in which those are having will to come forward. This book is like a bridge between theoretical and practical working.

First of all, I would like to express my gratitude to Almighty Allah, to open and enlighten my heart in completing this book. Without His grace, this book could not become reality.

Next to Him are my parents, whom I greatly indebted for brought me up with love and encouragement to this stage, my husband, son and daughters whom tirelessly supports my career to this day.

I am feeling oblige in taking the opportunity to sincerely thanks to all the staff members of Commerce Department, Merlimau Polytechnic whom always supported and encouraged me through out the year.

I have no valuable words to express my thanks, but my heart is still full of favors received from every person.

PREFACE

These days, employers look for skills beyond the 'academic qualifications' of candidates. Many of them believe that academic qualifications and experience are something that can easily be found but the right combination of characteristics that help a company make money or save money, are hard to find. With that in mind, taking initiative, positive attitude, results-oriented, team player, dependable, responsible and desire for continued learning are among the most desirable characteristics that employers expect from employees. Thus, Learning by Doing is an idea of teaching and learning methods that focusing on outcome-based education (OBE).

Organizational Behaviour (OB) is the study of human behaviour in organizational settings, the interface between human behaviour and the organization, and the organization itself. One of the main goals of OB is to revitalize organizational theory and develop a better conceptualization of organizational life. There are many OB theories and concepts that students need to learn in the learning session. But learning behaviour through theory and concept alone is inadequate. The behaviour must be practically demonstrated if we want the student get the clear pictures on the impact of employees behaviour in organization. Theory and practical should be balance if we want the students achieve the desired learning objectives at the end of learning session.

Learning by Doing is a combination of lectures and practical in the learning sessions. The main concept that highlighted in this book is learning and doing. Students learn and know the theories and basic concepts in OB and doing the suitable activities to help them understand the real behaviours of employees in an organization life. The OBE activities are organized suitably according to the topics learned in the chapters, completed with an easy-to-understand steps in carrying out the activities. It serves as a medium of communication, reference and guidance to both instructors and students, and able to make the learning sessions more interesting, meaningful and enjoyable.

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CHAPTER 1



ORGANIZATIONAL BEHAVIOR

INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

LEARNING OUTCOMES

After completing this chapter, student should be able to:

1. **Define the concept of organizational behavior.**
2. **Identify major behavioral science disciplines that contributes to organizational behavior studies.**
3. **Distinguish three level of analysis in organizational behavior model.**
4. **Discuss the challenges and opportunities that managers have in applying organizational behavior concept.**



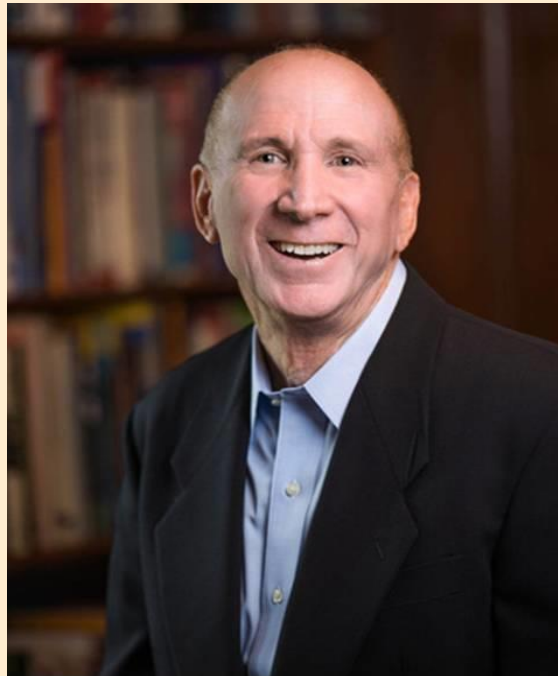


What is Organizational Behavior ??





Organizational behavior is a field of study that investigates the impact that individuals, groups and structures have on behavior within an organization for the purpose of applying such knowledge towards improving an organization's effectiveness.

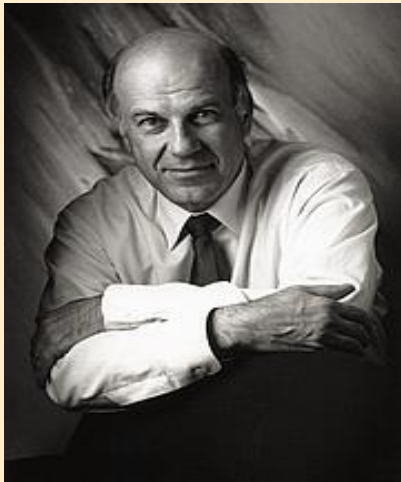


Stephen P. Robbins

Timothy A. Judge



The field of study that draws on theory, methods and principles from various disciplines to learn about **individuals'** perceptions, values, learning capacities and actions while working in **groups** and within the **organization** and to analyze the external environment's effect on the organization and its human resources, missions, objectives and strategies.



John (Jack) M. Ivancevich

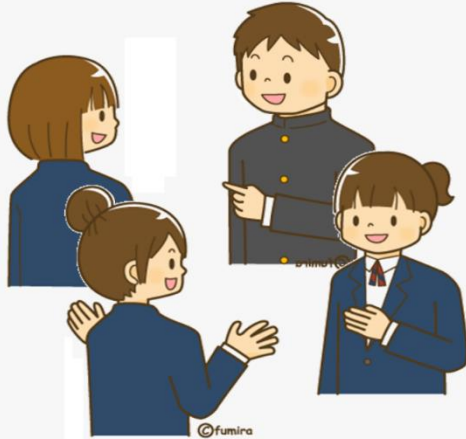
Robert Konopaske





**Other
definitions?**

Small Group Activities



Activity 1



**** Expected to complete in
25 minutes/group**

This activity enhance student:

SOFT SKILLS



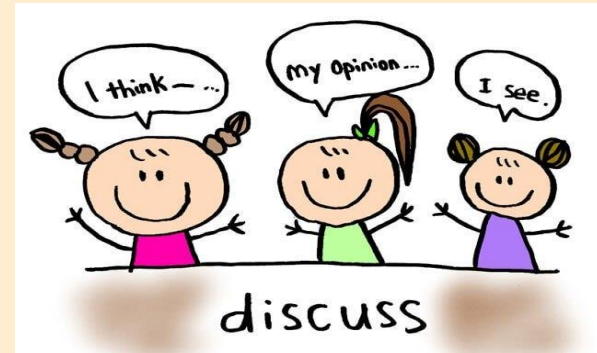
The steps:



Student individually find OB definitions using interactive sources. **(5 minutes)**



They discuss the finding with 2 or 3 friends to interpret the definitions. **(15 minutes)**



They share the outcome of the discussions with the class. **(5 minutes)**

Q & A session.



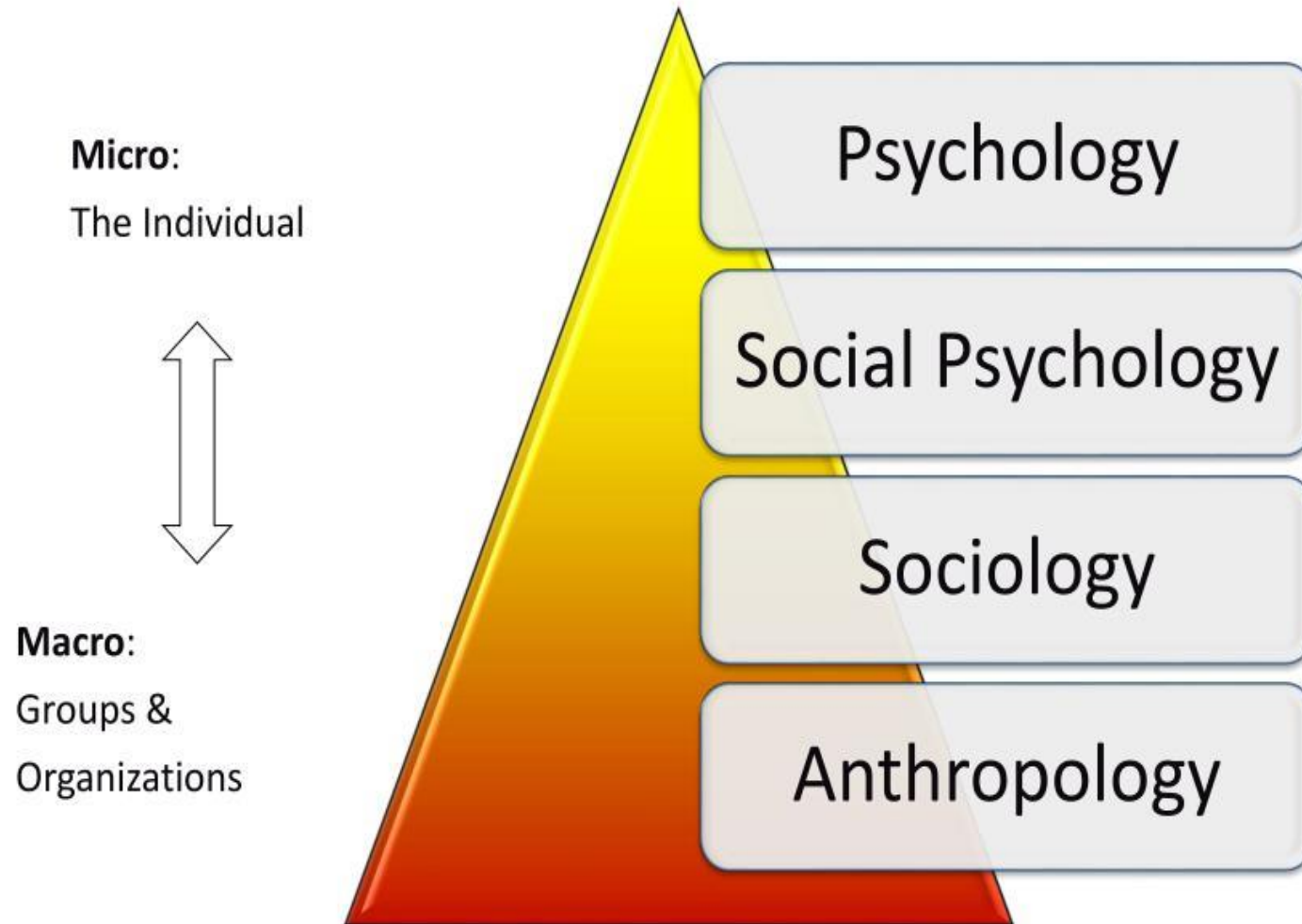


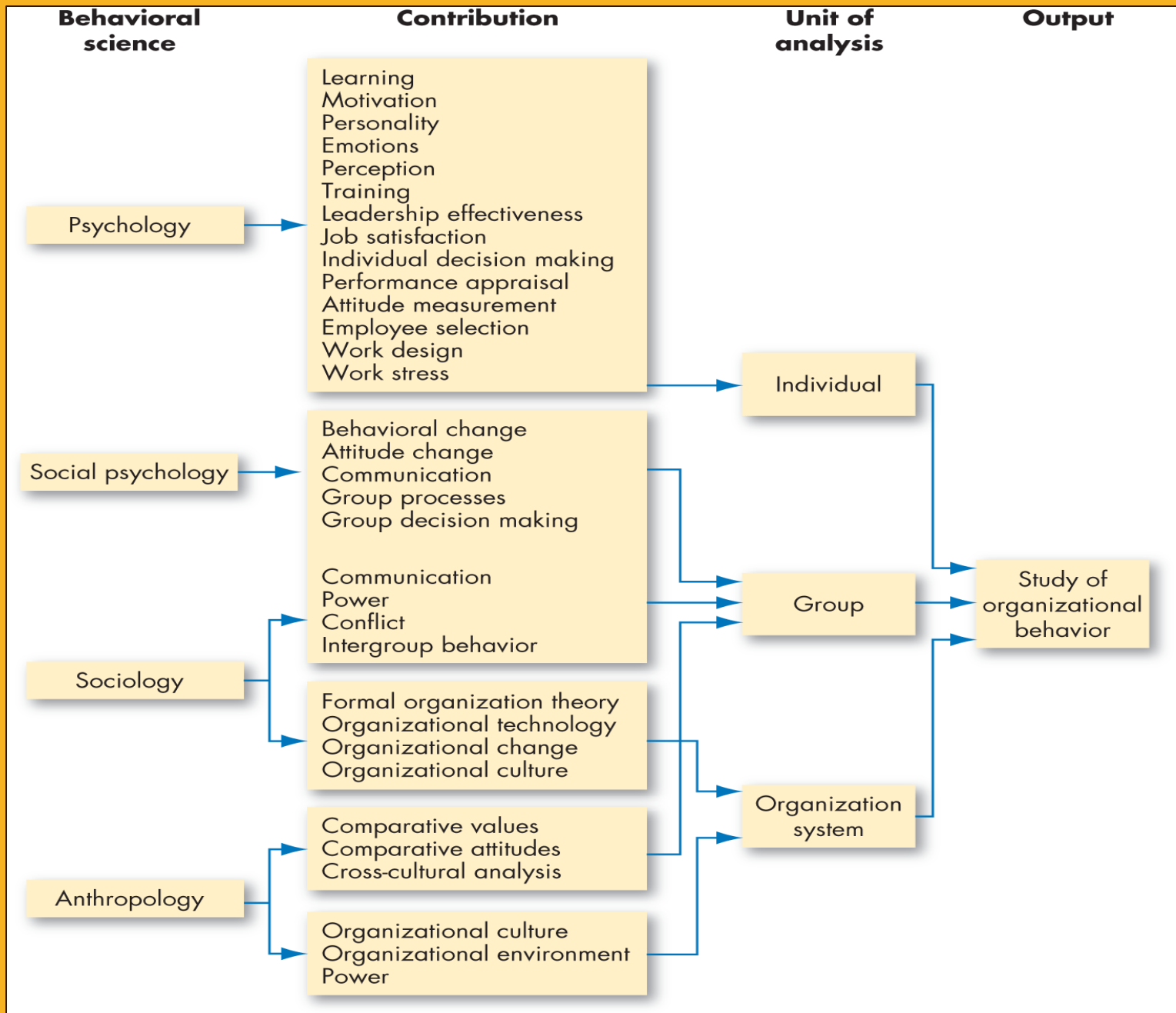
Major Behavioral Science Disciplines That Contribute To Organizational Behavior Studies

- Organizational behavior is an applied behavioral science that is built on contributions from several behavioral disciplines.
- The predominant areas are psychology, sociology, social psychology and anthropology.

- Psychology's contributions have been mainly at the **individual** or **micro** level of analysis.
- While the other three disciplines have contributed to our understanding of **macro** concepts such as group processes and organization.

Contributing Disciplines to the OB Field





GROUP Activity



Activity 2



**** Expected to complete in 45 minutes/group**

This activity enhance student:



Steps:

- Before the next class session, students are divided into 4 groups in advance, and each group is given one of this topics.



PSYCHOLOGY



SOCIOLOGY



ANTHROPOLOGY



SOCIAL PSYCHOLOGY

- They are individually required to search information regarding the topic given, read and understand the information.
- In the next class, they are required to:

- Sit with the group, share and discuss their information. (15 minutes)



- Creatively illustrates their topic on 'mahjong paper' and paste it on the wall or a suitable place in the classroom. (15 minutes)



- Each group will introduce their 'gallery'. (5 minutes)



- Then, each group will walk around the gallery. They are required to read, post comments or write additional information at each gallery. (10 minutes)



Q & A session.

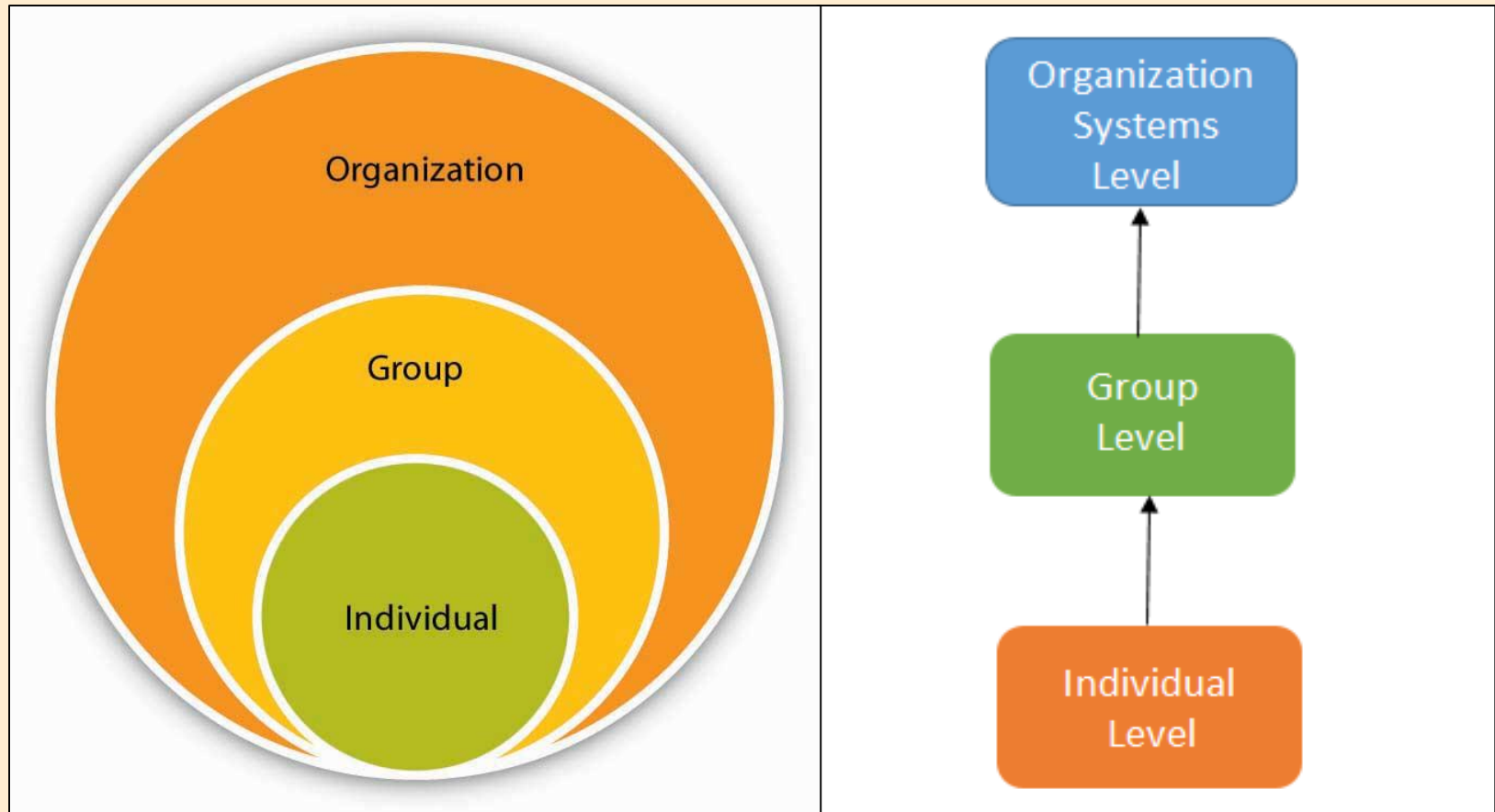




Organizational Behavior Model

- **Model** - An abstraction of reality, a simplified representation of some real-world phenomenon.
- **OB Model** - is a basic structure that shows the relations between variables at different levels in the organization.

- In OB model, organization analyze behavior of employees at **three** level:





Activity 3



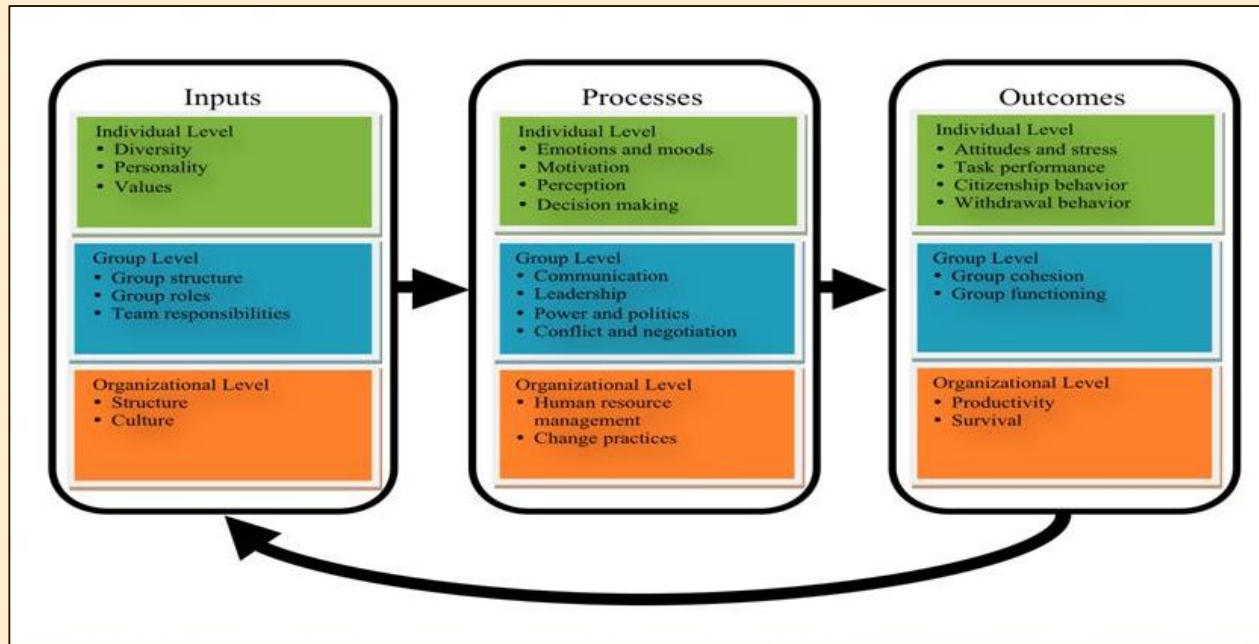
**** Expected to complete in 5 - 7 minutes/student**

This activity enhance student:

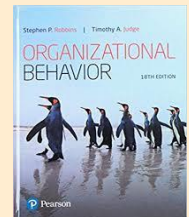


Steps:

- Before the next class session, students are given OB model diagram in advance.



- They are individually **search information** about OB model (from various sources), read, understand the model and prepare a **digital/interactive presentation** (slide, video, apps, etc.) about the OB model.
- In the next class session, by using this digital/interactive presentation, they are **voluntarily/randomly picked to** tell the class about the OB model. **(5 - 7 minutes)**



Q & A session.





Challenges and opportunities in applying OB concepts

- Challenges and opportunities for organizational behavior are massive and rapidly changing for improving productivity and meeting business goals.
- The nature of work is changing so rapidly that rigid job structures impede the work to be done now, and that may drastically change the following year, month, or even week.
- Main challenges and opportunities of organizational behavior are:





CHALLENGES AND OPPORTUNITIES IN APPLYING OB CONCEPT

Responding to Economic Pressures

Responding to Globalization

Managing Workforce Diversity

Improving Customer Service

Improving People Skills

Stimulating Innovation and Change



CHALLENGES AND OPPORTUNITIES IN APPLYING OB CONCEPT

Coping with “Temporariness”

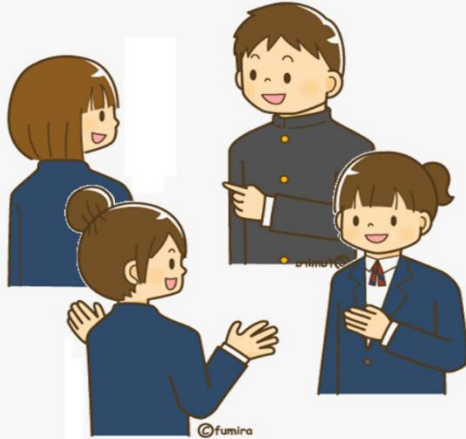
**Working in Networked
Organizations**

**Helping Employees Balance
Work-Life Conflicts**

**Creating a Positive Work
Environment**

Improving Ethical Behavior

Small Group Activities



Activity 4



**** Expected to complete in 20 minutes/group**

This activity enhance student:

SOFT SKILLS



The steps:

Students are divided into few groups and given one of these topics. (5 minutes)

Responding to Economic Pressures	Coping with "Temporariness"
Responding to Globalization	Working in Networked Organizations
Managing Workforce Diversity	Helping Employees Balance Work-Life Conflicts
Improving Customer Service	Creating a Positive Work Environment
Improving People Skills	Improving Ethical Behavior
Stimulating Innovation and Change	



They brainstorm to generate the ideas about the topics and discuss the ideas. (10 minutes)

The group voluntarily/randomly picked to share the outcomes of the discussion with others in the class. (5 minutes)



Q & A session.





Explain **FOUR (4)** behavioral science disciplines that contribute to organizational behavior studies.

Explain the **THREE (3)** level of analysis in organizational behavior model.

Discuss any **FOUR (4)** challenges faced by manager in applying organizational behavior concepts.

Chapter 2



LEARNING OUTCOMES

After completing this chapter, student should be able to:

1. **Define employee attitudes.**
2. **Recognize components of attitudes.**
3. **Describe relationship between attitudes behavior.**
4. **Identify major job attitudes.**
5. **Define concept of job satisfaction.**
6. **Identify causes of job satisfaction.**
7. **Describe the impact of satisfied and dissatisfied employee at workplace.**





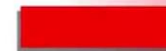


What is an attitude?

- Definition: An attitude is a psychological tendency that is expressed by evaluating something with a degree of favor or disfavor”
- Attitudes are:
 - Learned or acquired
 - Predispositions to respond
 - Evaluative, e.g., favorable or unfavorable
 - Directed toward something (attitude object)



POSITIVE **NEGATIVE**



What is Attitude?

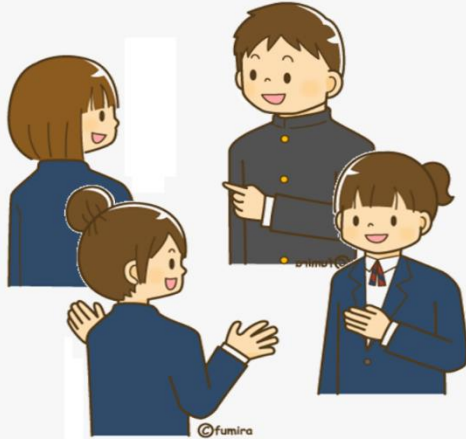
By 'Attitudes' is meant the "Beliefs, Feelings and Action" tendencies of an individual or group of individuals towards objects, ideas and people.





**Other
definitions?**

Small Group Activities



Activity 1



**** Expected to complete in
20 minutes/group**

This activity enhance student:

SOFT SKILLS



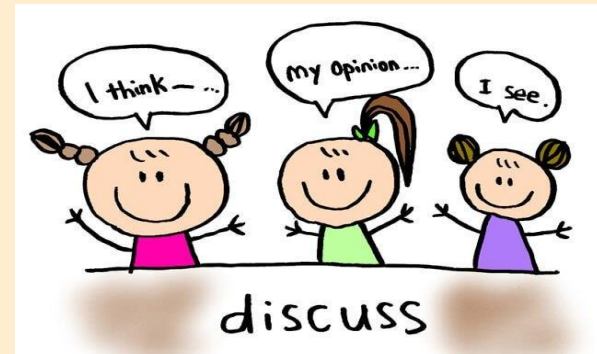
The steps:



They individually find OB definitions using interactive sources. **(5 minutes)**



They discuss the finding with 2 or 3 friends to interpret the definitions. **(15 minutes)**



They share the outcome of the discussion with class. **(5 minutes)**

Q & A session.

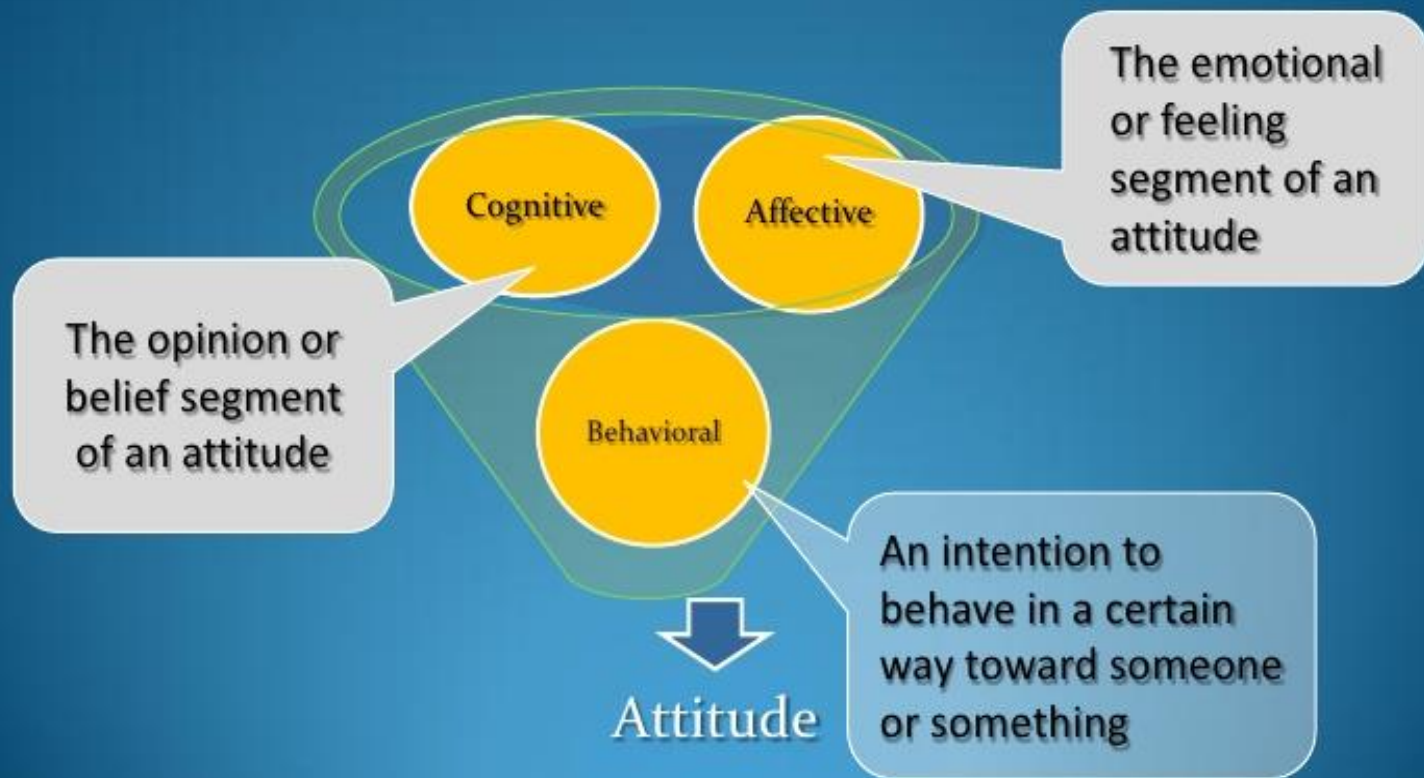




Components of Attitude

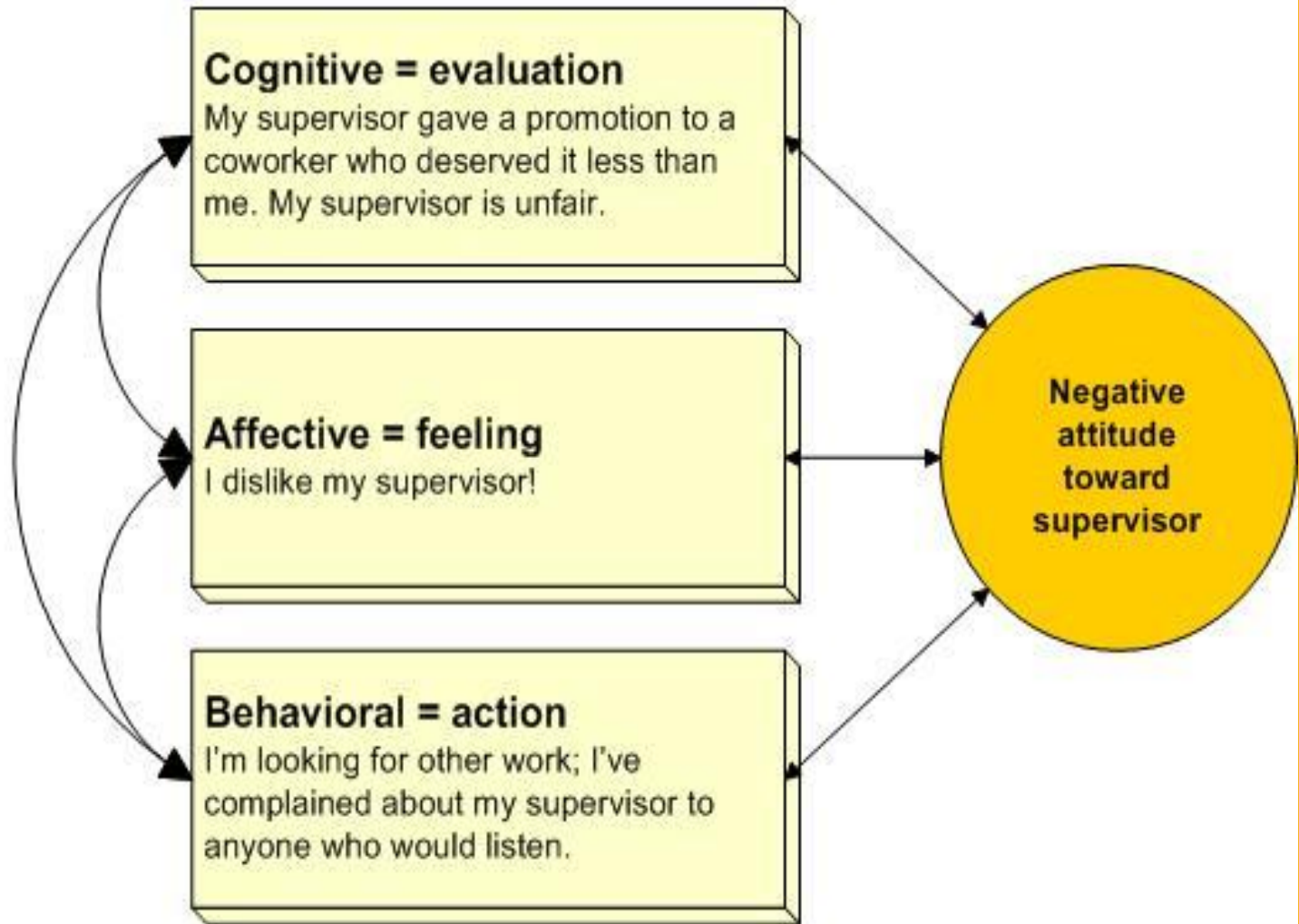
- Where do attitude comes from?
- What develops attitude?
- The three different components that make up attitudes:
 - ❖ **Cognitive**
 - ❖ **Affective**
 - ❖ **Behavioral**

Mainly there are 3 components of Attitudes-



The Components of an Attitude

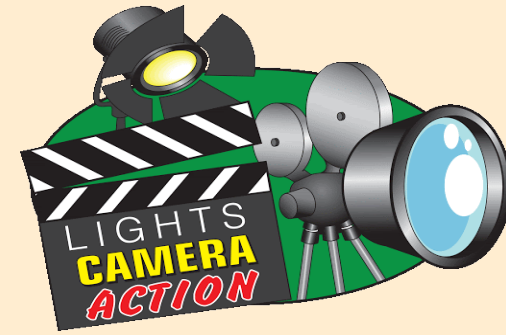
Cognition, affect, and behavior are closely related.



GROUP Activity



Activity 2



**** Expected to complete in 25 minutes/group**

This activity enhance student:



SOFT SKILLS



Steps:

Based on the situation at a workplace, through **role play**, students are required to demonstrate the components of attitude, either **positive** or **negative** attitudes.



They are divided to few groups, brainstorm and discuss the ideas.
(15 minutes)



They present the role play in the class to demonstrates the components of attitudes. **(10 minutes)**



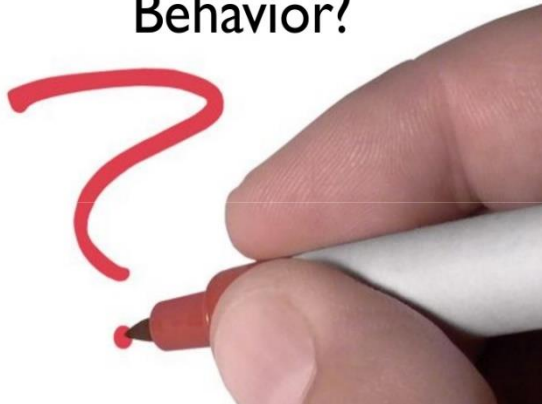
Q & A session.





Relationship between Attitudes and Behavior

Does attitude affect
Behavior?



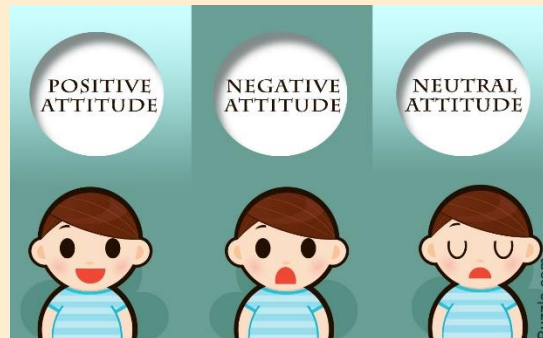
OR

**Behavior
affect
attitudes?**

Attitude → Behavior

(We assume attitude causes behavior.)

- The attitude people hold determine what they do.
- Behavior follow attitudes.
- They are consistence.



Is attitude
consistent
at all time?



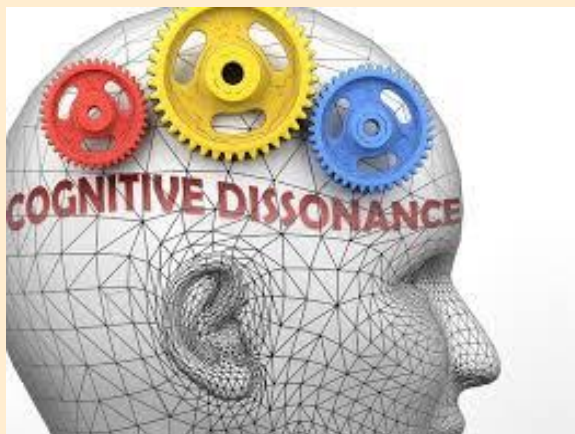
YES, BUT...



happy

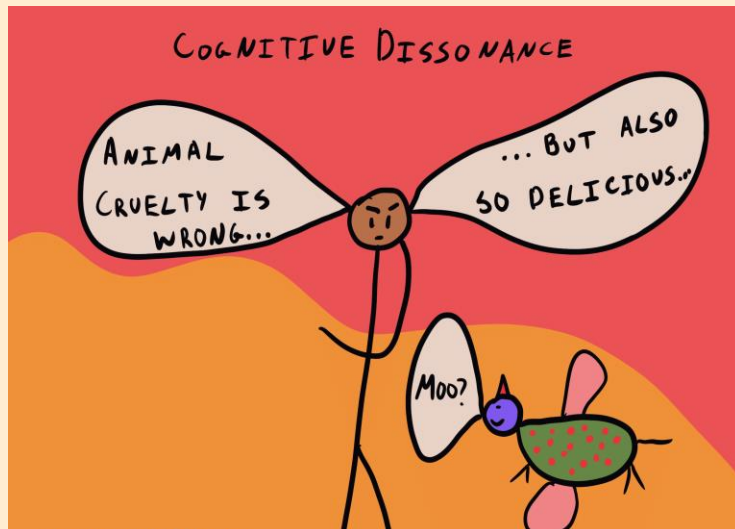
Behavior not
always
follow from
attitudes.

- Attitude don't always lead to actual behavior.
- Sometimes behavior can influence attitudes.
- Cases of **attitude following behavior** illustrate the effects of:



What is Cognitive Dissonance ?

- Cognitive dissonance is the mental stress or discomfort experienced by an individual who holds two or more contradictory beliefs, ideas, or values at the same time
- It is Incompatibility that an individual might perceive between two or more attitudes Or between behaviour and attitude.



COGNITIVE DISSONANCE

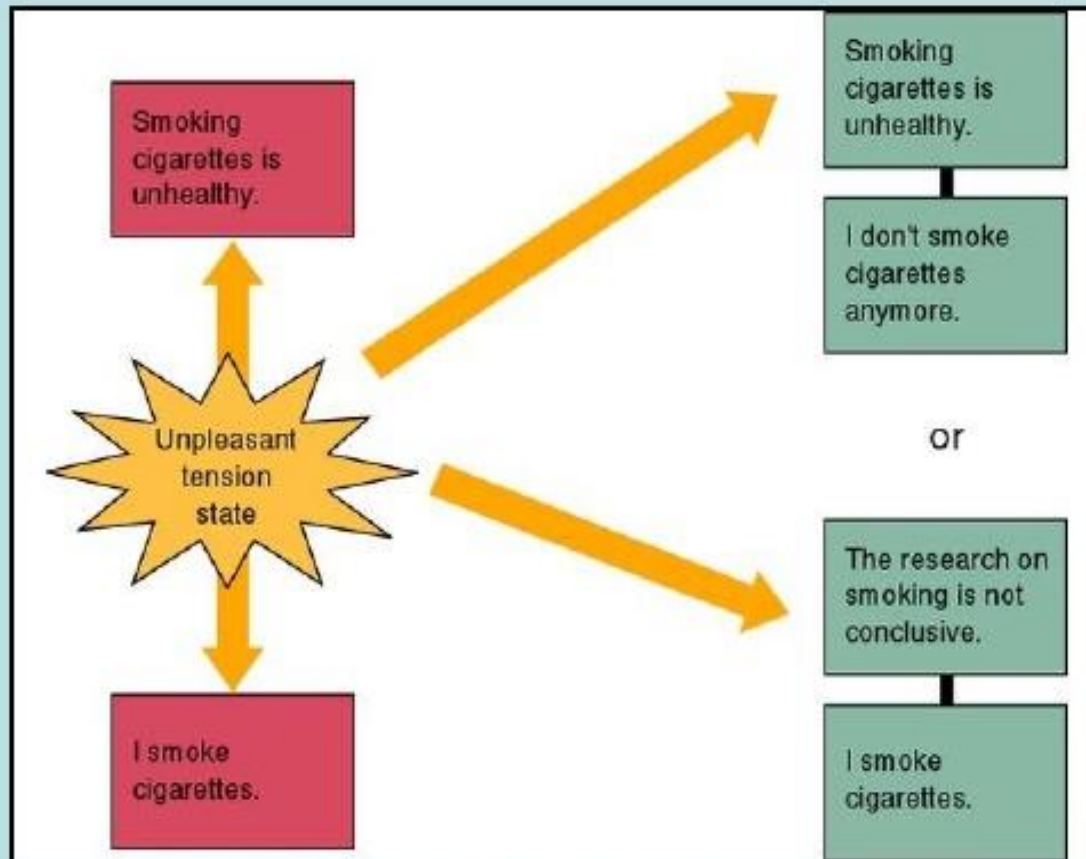
Liars are bad people...



But I just lied.

- Individuals seek to minimize dissonance.
- The desire to reduce dissonance is determined by:
 - The **importance** of the elements creating the dissonance.
 - The **degree of influence** the individual believes he or she has over the elements.
 - The **rewards** that may be involved in dissonance.

Examples of Cognitive Dissonance



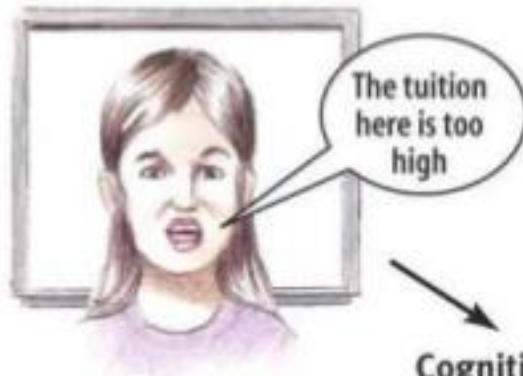
Cognitive Dissonance examples



Heavy smoker

Cognitive Dissonance

Fiona's attitude:



If Fiona agrees to do some fundraising for her college, her attitudes about school finances might shift to resolve her cognitive dissonance.

Cognitive dissonance
(awareness that attitude and behavior are inconsistent)

Dissonance resolved

Fiona's behavior:



GROUP Activity



Activity 3



**** Expected to complete in
25 minutes/group**

This activity enhance student:

SOFT SKILLS



Steps:

Through **role play**, students are required to demonstrate the different cognitive dissonance at workplace.



They are divided to few groups, brainstorm and discuss the ideas. **(15 minutes)**



Present the role play to demonstrates the cognitive dissonance. **(10 minutes)**



Q & A session.





Humans have thousands of attitudes. But, OB focus on a very limited number of work-related attitudes.



What
IS IT?

- **A job attitude** is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job.
- This includes **positive** or **negative** evaluations that employee hold about aspects of their work environment.

- How we behave at work often depends on how we feel about being there.
- Therefore, making sense of how people behave depends on understanding their work attitudes.



- At workplace, **three main job attitudes** have the greatest potential to influence how we behave.



GROUP Activity



Activity 4



**** Expected to complete in 35 minutes/group**

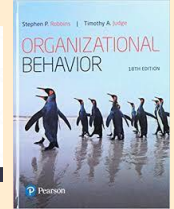
This activity enhance student:

SOFT SKILLS



Steps:

Before the next class session, each student is given 1 major job attitude (job satisfaction, job involvement or organizational commitment), individually search information about the topic (from various sources), read and understand.



Job satisfaction

In the next class session, they are divided to the group that consist of the same job attitudes and discuss. Everybody must talk. This group named **My Job Attitude. (15 minutes)**



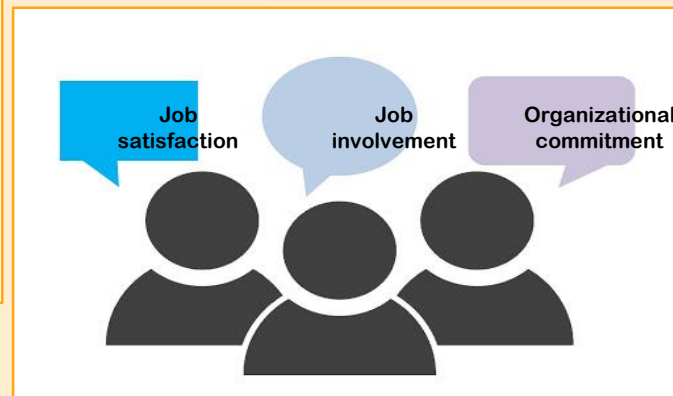
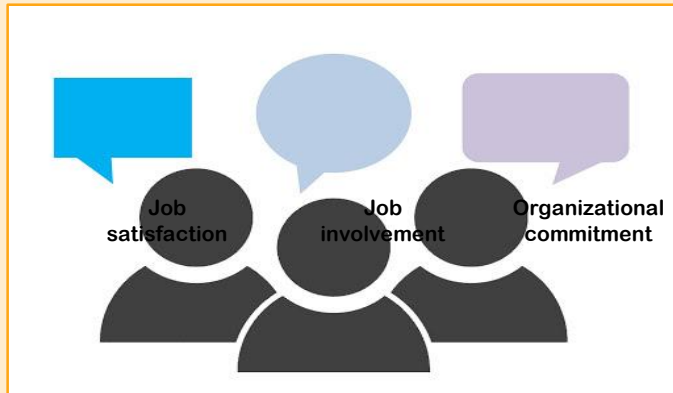
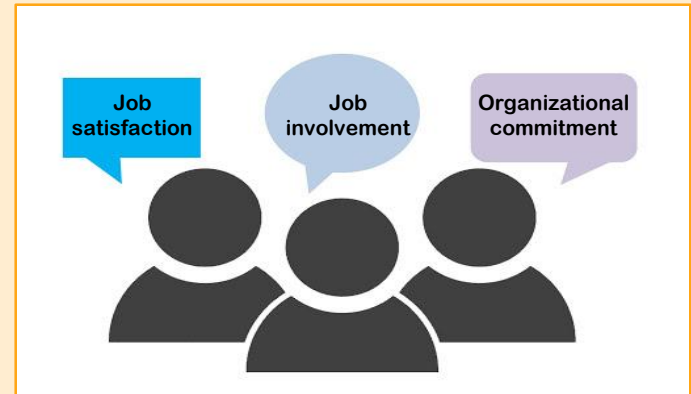
Organizational
commitment



Job involvement



Next, **My Job Attitude** group is temporarily dissolved, and they are required to form a new group that consist of all the 3 job attitudes. This new group called **Other Job Attitudes**. In this session, everybody must explain about their attitude. Upon completion, this group will be dissolved, and they will return to the previous group (**My Job Attitude**). (15 minutes)



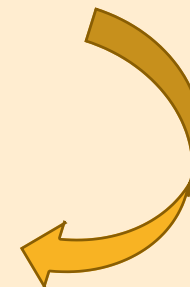
Job satisfaction



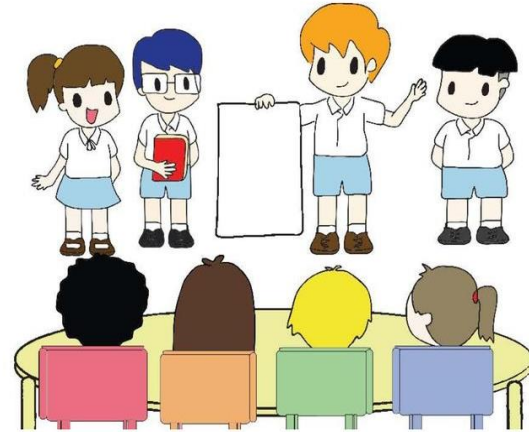
Organizational commitment



Job involvement



Lastly, they creatively illustrate the important information of their job attitude on mahjong paper and share with the class. **(5 minutes)**

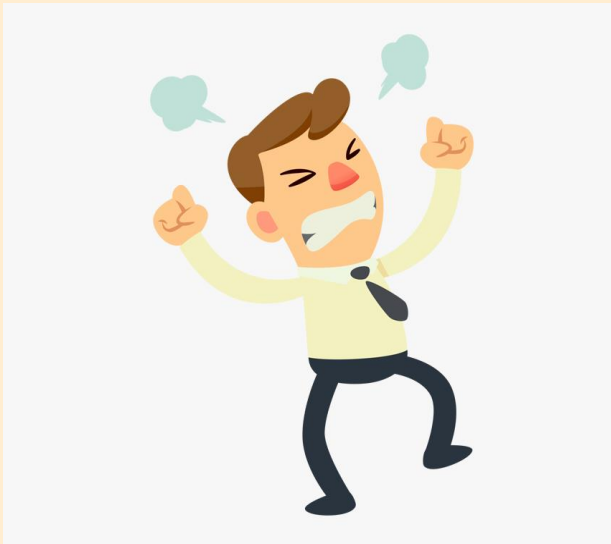


Q & A session.





Ahmad's Attitude



"Why was Azman promoted? Not me, even though I have been serving this company for almost 10 years. While Azman, just 2 years has only been a clerk here. The company is not fair. I am not satisfied with this promotion issue. I am going to see the management to get an explanation on this matter", said Ahmad to his colleague, Azhar. Based on Ahmad's situation:

With appropriate example, discuss **THREE (3)** components of Ahmad's attitude.

Discuss job attitude that shown by Ali.



References

Stephen P Robbins, Timothy A. Judge (2018). Organizational Behavior 18th edition, Pearson.

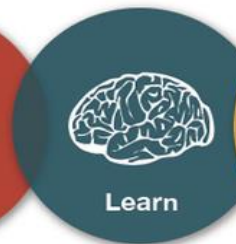
Ricky Griffin, Jean Phillips & Stanley Gully (2019). Organizational Behavior: Managing People and Organization 13th edition, Cengage.

Jerald Grenberrg (2011). Behavior in Organization. 10th edition, Pearson.



Learning By Doing

*"I hear and I forget.
I see and I remember.
I do and I understand."
Confucius*





Writer's Biography

SABARIAH BT ABD RAHMAN has been teaching for over a decade in Commerce Department, started with Commerce Department Politeknik Kota Kinabalu, and now in Politeknik Merlimau Melaka. She holds a Degree in Business Administration from Universiti Kebangsaan Malaysia (UKM), after completed her Diploma In Business Studies from Institut Teknologi Mara (ITM). She has also been a course coordinator and lecturer for Human Resource Management and Organizational Behavior for many years. Her experience in the industry of almost 7 years managing human resources in organizations, helped her a lot in delivering and balancing the theoretical and practical needs in teaching and learning aspects.

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