



An Assessment of the Impact of Organizational Behaviour on Organizational Goal Achievement

Owie Godfrey Lawrence

Human Resource and Management, Faculty of Management, LIGS University, USA

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Abstract

Irrespective of the size of an organization, the goals drive remains their major focus therefore to achieve the setup goals of any organization, the impact of organizational behavior (OB) cannot be overlooked. This study is centered on an analysis of the four components of OB which include employee, technology, structure, and external environment as they are essential because no organization can survive in its goal drive without proper analysis of the behavior and attitude of the employees, the functionality of the technology employed, the structure of the organization, and lastly the external environment they operate. The organization does not operate without the people therefore its positive image is a strong indication of how the major enumerated components coexist and are well coordinated. Business owners ensure all the pros and cons are well analyzed to ensure proper maximization of operational resources towards achieving the stated financial objectives and goals. This study was carried out at the SUFI Mart Supermarket branch, Kano State, Nigeria. The organization is a supermarket outfit of household grocery items in the retailing industry. The study used the interview method of qualitative methodology to garner information from 102 respondents majorly customers to know their experience of the attitude of the employees, their behavior during and after shopping at the supermarket, and their perception of the organization. The result by the majority of the respondents shows that there is a positive relationship between OB and organizational goal achievement. This study is limited to customers in the retailing industry therefore further research is expected to be carried out by other researchers mostly in other sectors on the impact that OB has on organizational goal achievement.

1. Introduction

Every organization is operated based on the setup goals and objectives hence the business owners strive daily to ensure such attainment. No doubt that the people unit plays a key role because organizations need people to drive the process by which these individuals come on board with their different dispositions and attitudes [1]. Organizational behavior is of immense importance to management because it can yield some outcomes like performance, work-related attitude, employee well-being, motivation, and employee withdrawal. OB is a subset of organizational theory, therefore, is a critical part of Human Resources hence centered on Humans, Technology, Structure, and the External environment. Organization as a social system is greatly influenced by both internal and external factors. Hence, [2] opined that OB involves the design of work as well as the psychological, emotional, and interpersonal behavioral dynamics that influence organizational performance. When an undertaking is based on ascertaining how people think, feel, behave, and act within and outside the organization, it is termed OB.

No gainsaying that previous and recent studies on human behavior in organizational contexts is focusing on individual and group processes, their actions, and reactions, and how they relate to organizational performance. Therefore, individual or group behavior that can positively or negatively affect the organizational image needs to be investigated. Managers used OB managerial strategy to address issues relating to poor communication/interaction, train personnel to improve performance, address poor public image, and workplace conflicts, and adoption of a clear mission and vision drive. OB can also be used to predict how groups and individuals interpret events, behave, and react within the organization. This study focuses on the impact of OB on organizational goal achievement. *OB* learns a great deal about issues bordering on the personality and attitude of the employees in the organization, the *perception of the external environment on the way the organization interacts and relates*, emotions of the workforce and their learning skills for value creation, motivation derived from the structure in the organization to improve job satisfaction, the technology used to support the activities of the workforce. An understanding of how the four organizational element interacts with one another will help to attain the stated organizational goal. While three of them are internal factors, the environment the organization operates is external and cannot be controlled by the business owner. Therefore, strategizes are expected to address the changes as they occur.

An organization is found in all walks of life either in government or private establishments both banks, schools, hospitals, factories, institutions, churches, political parties, colleges, and so on. An organization is a consciously coordinated social entity that functions on a relatively continuous basis to achieve a common goal. The common goal is the main objective of establishing the organization with the view to engaging people to manage other valuable resources as expectedly, the human element is drafted to work interdependently to achieve the common goal/purpose. An organization is a group of people deliberately formed to serve a purpose through structured and coordinated goals. The goals of an organization cannot be attained without an in-depth understanding of the OB which includes how the employees relate and interact within the organization and the immediate environment. Devi and [4] opined that OB plays an important role in the completion of the organizational goal. Organizational goals are the established strategic aim of the organization as attaining such goals is the desire of every business owner. Establishing the goal of the organization is advantageous to the firm which will help to aid evaluation through concise and define performance standards. Also, full knowledge of the goal is a driver itself as employees will channel their energy toward its achievement through formidable activities and improved commitment/performance in their various units within the organization and help to define their course of action. Keen interest is given to how employees interact with one another and how the interaction influences the behavior of the organization. To address key issues like job satisfaction, and achieve a competitive edge, business owners leverage OB to improve efficiency, and productivity and spark up innovation. In the pursuit of the stated goal achievement, management ensures strategic thinking and a well analyze strategic plan to help the organization fulfill its goal [5].

The study objectives is as follows:

- 1) To identify the concept of Organizational Behavior.
- 2) To analyze the components of Organizational Behavior and their roles.
- 3) To ascertain how OB positively or negatively affects Organizational Goals

1.1. Conceptual Framework

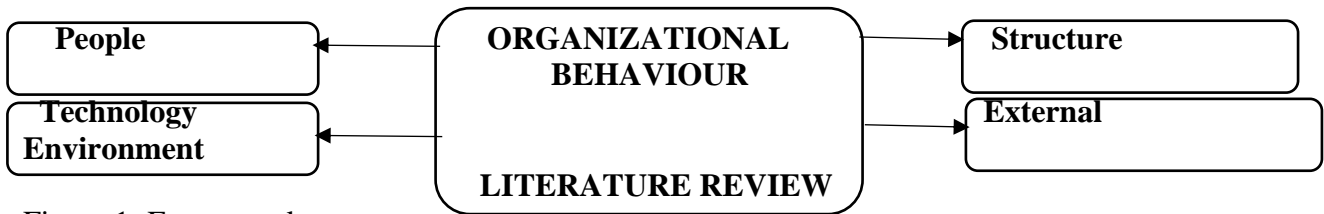


Figure 1: Frame work

The term Organizational Behavior has gone from near obscurity to the most Human Resource Management focus today due to its associated benefits. Different scholars and researchers have attempted several apt definitions of OB. While some center the definition only on humans heavier, some also include technology to human behavior as a standard definition of OB. Equally, some definition is centered around the four key elements of the organization hence no universal definition for OB. Organizational behavior according to [4], allows the employees and management team to maximize the other resources and measure the impact towards goal achievement through performance evaluation effectively and efficiently. [6] posits that organizations compete for talent – and the knowledge, skills, and abilities new employees bring to an organization is key hence OB help to blend all together not only to achieve individual goal achievement but also the organizational goal. The competitive edge attain will greatly depend on how well the organization can harness and manage their workforce both old and new.

1.2. People/Employee and Organizational Behavior

A study of organizational management has shown that four internal components are vital for the proper functioning of any organization, and they include the task to be done, the technology to adopt, the structure to follow, and the people to ensure the application of other resources. Out of these components, people are central to all. People are the primary resource of the organization. Hence, they are referred to as the employees that are expected to manage other resources for optimal performance as ensuring they efficiently discharge their duties is key to organizational goal achievement. Employees are important organizational resources as they play a key role in the survival of any firm in the current competitive business space. Analysis of employee attitude and character is very essential to the study of organizational behavior as it helps to determine the characteristics and behavior of the employees working in the organization [7]. Hence, they are needed for full operation. [2] stressed that OB is interested in the role of perception and motivation in the behavior of the individual and enhances an integrated and cohesive approach to management performance. Motivating employees to improve their commitment and passion toward goal achievement is a strategy of OB therefore it enables us to have a better knowledge of employees' attitudes and performance as well as the organization's overall performance [8]. OB strategy helps to study how the workforce operates and works individually and in a group within the business environment thereby looking at the employee's ideas, initiatives, skills, knowledge, perseverance, perception, actions, feeling, emotions, and temperance. No gainsaying that human behavior is central to organizational behavior hence the impact of employees in an organizational setting is evaluated to know their contribution, influence, and commitment level. While considering the process of onboarding, business owners use OB to ensure new employees are not just engaged but settle down quickly and start delivering as quickly, and smoothly as possible so they can contribute to organizational success [6]. Therefore, employers need to study and resolve the employees' challenges that will hinder them from contributing optimally to the organizational goal. No gainsaying that employees prefer to work individually therefore employers with the view to making

sure a common cause is achieved uses OB to blend personalities and integrate individual backgrounds.

A study conducted by [1] on the impact of OB on firm performance in hospitals. They used secondary data sources from the internet, textbooks, and journals and the findings showed that OB has an impact on firm performance in hospitals. Achievement of any organizational goal cannot be attained without first analyzing how the people, either individually or as a group conduct themselves within and how they relate to the external environment. Therefore, a proper understanding of OB will help an individual or group to work well with others, accomplish both organizational and personal goals, satisfy curiosity, and predict future events.

2.0. Organizational Structure and Organizational Behavior

[9] posits that an organization is two or more people engaged in a systematic effort to produce goods or services. Therefore, it needs to be efficient in pursuit of its set goals. The organizational goals cannot be achieved without an understanding of a key component of OB and the building block known as the organizational structure (OS) which is an internal concise systematic arrangement that outlined how key activities are professionally carried out to ensure orderliness to achieve the targeted goals. All formal relationships of people in the organization are defined through the structure laid down by management to avoid organizational breakdown of operation. [10] posit that structure is the high combination of the relations between organizational elements forming the existence philosophy of organizational activity. The structure is mostly on an organizational chart which is an internal strategy of the organization to ensure they coordinate all activities at the workplace.

According to [4], "OS defines the different types of jobs performed by the employees working in the organization". It helps to state the *hierarchy within an organization* and shows clearly how the employees are grouped and termed to aid internal interaction and whom to relate to in each unit to avoid system breakdown by strengthening the control system, power of delegation, departmentation objective, job design and specification, and decision-making authorities. Organizational structure also provides for matters relating to centralization and decentralization, depending on the type and size of the organization, as means of better achieving organizational goals [2]. Organizational structure is a way or method by which organizational activities are divided, organized, and coordinated [10].

2.1. Technology and Organizational Behavior

In this era of globalization, understanding factors related to the successful adoption of ICT is becoming critical for improving adoption success rates [11]. Technology has an impact on every aspect of the workplace which includes communication enhancement, online approach to work, improvement in document and filling, easy access to information, and connectivity. Technology is considered an important factor to determine the organizational behavior of an organization as it involves the internal and external technologies that are important to a firm such as equipment and processes [4]. The dramatic change witnessed in organizations as a result of technological advancement has brought about the need for business owners and managers to understand the behavioral trend and strategize on apt concepts for the efficient performance of the organization.

Technology is ever-evolving therefore business owners are expected to study continuously to ensure they take advantage of the advancement for organizational goal achievement because technology that is compatible with organizational beliefs and values and IT infrastructure will promote its successful adoption. Any shutdown of the internet system in an organization can affect other activities at the workplace therefore OB will ensure factors that will affect such at address. Online training and development programs can be conducted due to technological advancement which will improve job satisfaction and in return result in high performance and organizational goal

achievement. Various video meetings can be organized to save the cost and stress of bricks and mortar meetings.

2.2. External Environment and Organizational Behavior

According to [9], “Environment” does not necessarily mean physical surroundings, but is used to describe all those influences that bear upon the individual organization hence business environment refers to any element that surrounds the business environment that can affect the business plan, strategies and possibly the process. Every organization has both the internal and external environment which they must interact with for optimal performance. No gainsaying that the business environment is the combination of internal and external factors that influence an organization’s operating situation. [12] regards the business environment as external forces, factors, and institutions that are beyond the control of the business and they affect the functioning of a business enterprise as the external environment of any organization is the element such as customers, competition, economy, political, and social conditions that impact and influences their performance which the business owner does not have direct control over hence the need to study the element and manage the effect for optimal performance. The World Bank thinks that improvement in enabling environment leads to greater levels of investment by the private sector, more wealth, job creation, and poverty alleviation [13].

[9] studied the impact of the external business environment on the organizational performance of a frozen fish company in Nigeria using a quantitative method to garner data from 120 respondents and analysis was carried out using multiple regression and concluded that the external environment such as government policies, economic changes, and technological advancement has positive and negative effects on organizational performance. [14] posits that the business environment in which an organization operates exerts pressure on them the pressures from the environment provoke different responses as the organization seeks legitimacy to survive and prosper in the environment.

3.0. Conclusion

OB is centered on how the behavior of an individual or group affects corporate effectiveness and efficiency. From previous discussions and findings related to the assessment of the impact of OB on overall organizational goals, business owners are aware that negative OB will negatively impact organizational goals and the reverse is also the case. Therefore, the major components are expected to be optimally utilized for achieving organizational goals. No gainsaying that the findings from OB will help to understand the business culture and how it helps to aid or hinder organizational productivity, how it improves employee retention or result in high attrition. The detailed report of OB will help to evaluate the quality of leadership, personality of employees, internal policies and operations, delegation strategy, and how it impacts the organizational goals.

From this study, leveraging OB will improve the understanding of its personnel and improves the strive towards achieving individual goals and what can be achieved collectively. Equally, organizations should improve their reward schemes to improve job satisfaction at the workplace and stir up the performance of employees to sustain positive behavior. Moreover, the design of employee training becomes easier in developing strategies for improving performance. Business owners must critically understand government policies and regulations because these impact organizational performance and hence, four key external environmental factors such as political, economic, technological social cultural environments need to be effectively managed to operate optimal business space. This research concludes that when an organization failed to sustain positive OB in the current stiff business space, customers will rescind their patronage, affecting the organization’s goals attainment.

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