



Contribution of Organizational Behavior (OB) to enhance efficiency in Public and Private Sector Organization

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ABSTRACT: *Manufacturing or production of the goods or services is back bone of the almost every organization. But there is one problem that is faced by almost every industry and this problem is the low employee performance. Due to low performance of the employees, production level has been affect worst and in turn profit and revenues of the organization also affected and eventually employees' promotion, perks, benefits, training and even the expansion plan of the firm gets affected badly. Apart from low performance, employee's absenteeism is also one of the factors for low productivity. In this paper, an effort has been made out to find the factors for low production and low performance of the employee and in turn, absenteeism, low turnover, not able to coup up with work life balance, lack of motivation. For the data collection, two stage approach has been implemented, in which, data have been collected from lower staff at first stage and at second stage, and data have been collected from the top level management as well as middle level staff. The data collected have been of discrete nature, therefore, a regression analysis is needed to conclude the data. The outcome of the analysis comes as the strong connection between the turnover and employee's absenteeism. In addition to surveys, recommendations have been established to increase the quality of labor in public corporations.*

KEYWORDS: *Organizational behavior, Lack of motivation, Absenteeism, Work life balance, Turnover, Labor productivity, Employee performance, Production.*

INTRODUCTION

The primary concern of large and small businesses in today's dynamic worldwide business climate is to improve labor efficiency with its limited resources in connection with organizational productivity as a commodity, service developments and market results. Corporate companies are also understanding the complexities of global dimensions and associated threats with finite capital, and therefore placing their efforts to boost profitability. The productivity, as defined by the International Labour Organization, is the measure of the effective and efficient utilization of all available resources such as capital, labour, material, information and time. Some experts are also satisfied with the definition given by the project management's experts as productivity is the efficacy through which inputs are converted to the desired output. The productivity is also defined as the quantity of the production from the available raw materials as input for the making of the product [1]. In terms of motivation, employee turnover intention, the position of organizational behavior (OB) is essential to enhancing efficiency in both public and private sector enterprises. Improving the morale of the workers along with efficiency is also a challenging task for administrators and all other shareholders.

Any company has performance and effectiveness applied directly to the degree of employee motivation. Inspirational studies indicate that motivated workers appear to be more innovative, loyal, and efficient and committed with their employers and their tasks. These are the main reasons due to which efficiency and effectiveness of a production as well as services industry directly suffers from the employee behavioral changes like frequent absenteeism, turn over, motivation, commitment, job satisfaction and the required skill to accomplish the task. Organizational behavior is the main factor to push people in forward direction by conceiving these elements in their routine work and trigger the emotional behavior of employees as well to perform the task. The professionals related to the human resources in respective organisations are very much familiar with the importance of all these elements and many experts have been still investing resources to explore the more in this field [2].

The selected types of organizations in Pakistan are facing low labor productivity problems in their various units which have declined their overall output by giving low quality, resource & time loss, high operating costs, and labor loss. Both of these have, in effect, significantly impacted the final cost of the goods and the achievement of both local and export orders goals. With such a high cost and inability of reaching goals within a defined period of time. It is not feasible on the local as well as foreign market. The problem of repeated break-downs at all units concurrently points to a concern other than a technological one. Therefore, it is important to evaluate and treat the matter in order to identify the underlying cause in the light of the term organizational hypotheses for employees to achieve success and at all times produce optimal business results. The goal of this study is to explore and examine the role of organizational behavior in increasing efficiency and to evaluate "how variables of encouragement, turnover intention influence the labor productivity in public sector enterprises" and to establish recommendations that will effectively use OB resources to improve productivity [3].

RESEARCH QUESTIONS

This research has been done to find out answer of the following questions:

1. How does the productivity of the organization affect by the employee's absentees at work?
2. What are the role of the motivation factors to increase the production and productivity at work?
3. How motivation does relate to overall wellbeing of the employees and employer?
4. What are the factors that relate the organizational behavior with the efficiency?

Study findings will encourage the development of effective management approaches to help enhance the working atmosphere for highly motivated workers and achieve organizational goals and policies in time. The findings would also be beneficial to the public sector business human resources department and other formal and informal organizations to increase its profitability [4][5].

REVIEW OF LITERATURE

High production rate and the high standard of the services provided to customer decide the future of the any countries economy status. The robust economic condition of the any countries decides the living standard of the citizen. High production rate is always a deciding factor in achieve the

status of the global market player. This also a fact that wages of the worker have been proportional to the high rate of production goods. Renewable public sector enlargement has been focused on knowledgeable and well-organized ways of structuring and carrying out public aircraft to manufacture most favorable results. Nevertheless, related to business performance, the public sector has been saddle with issues of low productivity in recent times [5][6]. OB is tools that contribute in the behavior of the work force at work place irrespective of the level of the worker weather they come from high, medium or lower level of staff. OB is the tool to analysis the people's behavior as well as their act, like how they act in a team, how they interact with coworker and lower and top level of staff, analysis about their way of think and expression of feelings. OB is often discussed on the topics of absenteeism, turnover, efficiency, encouragement and group work. OB examines the role and influence of individuals, teams and processes on the institution. The purpose of applying this information to increase company success and operational performance. OB is attributed to children how they work in an organization and how they feel about various business consequences [7][8].

It is important to make workplace relations stronger for the development of an organization as employees have an important position in the company. With the quick speed of circumstances in this global sector, businesses need to be very smarter, more skilled, more imaginative and more innovative. Organization will flourish in a healthy working atmosphere and market climate if its members feel comfortable in exerting great efforts to display positive behavior[9]. Productivity is related to the OB regression coefficient to express a relationship to connect the performance and productivity in order to evaluate the efficiency of the communities, team work or even an individual. The performance of the employees is the key factor to decide the performance of the company [10].

Kanfer, Ruth, Frese, Michael, Johnson, Russell E has been suggested in paper named as "Motivation related to work: A century of progress" that motivation at work place has been a discussion issue for a long time. Motivation factor towards work is very crucial for the success of organization as well as an individual. In this paper, they have discussed about the mechanism and processes to boost the motivational factor at work place[11]. Gagné, Marylène Deci, Edward L. revealed that intrinsic and extrinsic are two factors in an individual's motivation factor. However, there is some dichotomy between the intrinsic with extrinsic motivation and that is the biggest hurdle for an individual to involve himself in constructive work with full throttle [12].

Limpanitgul, Thanawut et al. expresses the ideas of the promotion of the importance for the client and co- worker at work facility by implementing the philosophy of the OB. The implementation of the OB is important to make delivery services excellent as well as create an environment to promote the positive interaction between the client and customers. The OB helps to change their attitude towards work as well as customers and client and this modification of the attitude help to enhance the productivity and efficiency. The association of the customer with the people of the organization and connection between the coworkers of the organization has been contributed in the level of the job satisfaction [13].

Counterproductive activity has been widely described as additional behaviors that are detrimental to business goals and losses to companies by actively affecting their output and hiring outstanding workers in ways that decrease their efficiency and quality. Counterproductive behaviors are

categorized on the basis of various reasons in the literature, including fraud, misuse of information, misuse of resources and wasting time, absenteeism, low standard work, inappropriate physical activity, lateness at work and rudeness activities for fellow Friends. Counterproductive activities result in higher operational costs and low commitment, engagement, and performance. To put it another way, it results in late arrival to other companies on jobs, absenteeism and staff turnover [14].

Motivation quickly and effectively contributes to productivity growth. Other benefits include declines in lateness and absences; mitigating adjustments as affected by business excellence; improving partnerships between employees, as well as between management and staff; decreasing workplace accidents; removing complaints and grievances in the organization; and helping other employees via stimulated staff. It is important to note that encouragement does not just offer assurance for better efficiency, and higher productivity. Work environment is inversely related to the expectations of employee turnover, i.e. low employee turnover indicates a substantial improvement in the efficiency and efficiency of businesses [15].

RESEARCH METHODOLOGY

Design:

The participants to this research project are workers of a public sector company in Pakistan. Data were obtained from managers, officers and workers at lower rates. This research investigates the below mentioned hypothesis which depend on the used variables of the organizational behaviour in order to extract from the hypothetical model [16]. These hypotheses consist of the following points:

H1: Employee Productivity is being impacted positively by the motivation factor.

H2: There is a relationship shared between employee turnover and labour productivity.

H3: There is a relationship between absenteeism and labour productivity which has a negative impact.

H4: There are negative effects of motivation on employee absenteeism.

H5: There are favourable effects of employee turnover on employee absenteeism.

Sample:

To this research a total of 300 participants participated in two phases. Initially 275 questionnaires are distributed to the lower-level employees. As most of the workers at the lower level were unable to speak good english, all question items were however translated into local language for knowing the specific context of the products and for consistency in job performance. The expected outcomes 255 questionnaires filled out, while 20 were filled out employees reluctantly replied. Of the 255 survey questions, 5 were incomplete and, therefore, removed from the analysis. The level of schooling of respondents varied from matriculate to master degree. The length of their employment in the company was at least 5 to 40 years overall. The participants were all lower-level workers

but most were male. In the second stage, workers and officers collected data. A number of questionnaires were indiscriminately circulated between the workers and officers of the same business. Fully filled out questionnaires were obtained from all individuals after an amount of reminders [8].

Instrument:

The questionnaire session contains 40 questions for calculating the motivational level of the employees, their turn over, their present in the workplace as well as their labour productivity. The scale used for measuring the various factors is the Likert scale, which has a 5 points range as 1 = strongly disagree, 2 = disagree, 3 = neither disagree or neutral, and 4 = agree, 5= strongly agree was being adopted for the required calculations. The data has been collected after an extensive session of the staff and officers of an organization. Since data was usually distributed, consequently Pearson correlation was employed to investigate the connection of independent and dependent variables. Therefore, regression analysis was performed to examine the effects of motivation, staff turnover and labor force-productivity absenteeism. Figure 1 shows the OB model for higher productivity which forms the conceptual basis for this analysis. The conceptual structure of this study involves the effect on labor productivity as mentioned above of three areas involving employee turnover , absenteeism and encouragement [17].

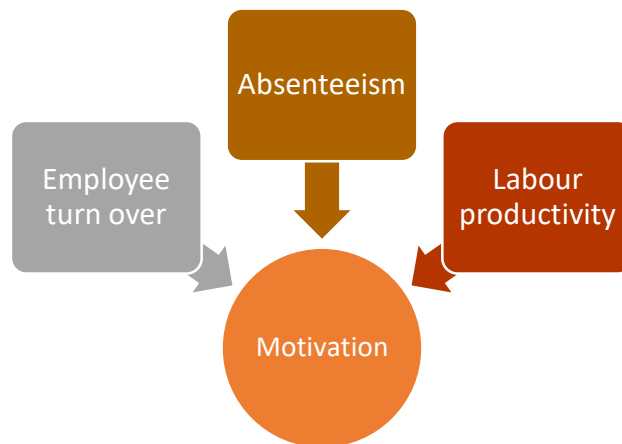


Fig. 1: Organizational behavior for enhancing productivity - Hypothetical Model

Data Collection:

The credibility of instruments implemented for this study was being calculated with Cronbach alpha or reliability coefficients. The inclusive reliability for the variables is tabulated in Table 1.

Table 1: Variable Chosen as Per the Cronbach’s Alpha for The Analysis of the Different Factor That Contribute in The Effectiveness of the Organizational Behavior

Data Type	Sl. No.	Variables	Cronbach’s alpha

Labours	1	Motivation and Labour Productivity	0.804
	2	Employee Turnover and Labour Productivity	0.619
	3	Absenteeism and Labour Productivity	0.488
	4	Motivation and Employee Turnover	0.653
	5	Motivation and Absenteeism	0.658
	6	Absenteeism and Employee turnover	0.751
Supervisors	1	Motivation and Labour Productivity	0.848
	2	Employee Turnover and Labour Productivity	0.560
	3	Absenteeism and Labour Productivity	0.553
	4	Motivation and Employee Turnover	0.758
	5	Motivation and Absenteeism	0.867
	6	Absenteeism and Employee Turnover	0.814

Data analysis:

The tabulated data above clearly shows that the consistency check conducted for different factors is reasonably constant and the things are closely related. Specifically, the descriptive statistic of surveyed data from groups, labor and managers (Table 2) indicates that the confidence interval is less than 1, which means that the data is evenly distributed [18].

Table 2: Factors selected for the Analysis of the Different Aspects That Contribute in the Effectiveness of the Organizational Behavior

Data Type	Variable	Minimum	Maximum	Mean	Std. Deviation
Labours	Mean of motivation	2.10	4.32	3.1564	0.65049
	Mean of employee turnover	1.00	3.53	1.7654	0.40815
	Mean of absenteeism	1.00	3.45	1.7854	0.31723
	Mean of labour Productivity	2.33	4.13	3.3208	0.45068
Supervisor/ Officers	Mean of motivation	1.56	4.21	3.2868	0.71342
	Mean of employee turnover	1.12	3.50	2.0540	0.56643
	Mean of absenteeism	1.21	3.43	1.9432	0.45832
	Mean of labour Productivity	1.46	4.13	3.3586	0.51481

The simplest way to apply Pearson Correlation test is to evaluate a data that is usually distributed with standard deviation range 0 to 1. Furthermore, the Pearson correlation test was used to define the relation of the dependent variable. It can be demonstrated by the qualitative survey that the motivation ranges from 2.10 to 4.32 with an average of 3.1564 and a standard deviation of 0.650, which is highlighted by administration for lower-level workers within the organization. Job satisfaction varies from 1.00 to 3.53 with an average of 1.7654 and a standard deviation of 0.4081, absenteeism differs from 1.00 to 3.45 with an average of 1.78 and likewise worker efficiency ranges from 2.33 to 4.13 with an average of 3.3208 and a standard deviation of 0.450 [19].

RESULTS AND DISCUSSION

In the current study, data is normally distributed because of this Pearson correlation was implemented for the recollection of the relationship between the all variables whether variables are of dependent or independent type. In the present study dependent variable as labour productivity was assessed by the employee through self-evaluation. For the purpose of cross checking the labour productivity was also assessed by the other staff of the workplace as supervisors and the higher level of officers. The positive correlation value indicates that there is a greater relationship between dependent and independent variables; while the negative correlation reflects a weak relationship between dependent variables and independent ones. As in the table of associations (Table 3), there is no statistically meaningful link between encouragement and efficiency of labour, and this was not unanticipated. The outcomes are really important to the literature as it sums up the value in terms of the motivation as well as labour productivity[20].

Table 3 Analytical Results of the Factor Selected for the Effect of Organizational Behavior

Data Types	Study Variables	Motivation	Employee turnover	Absenteeism
Labours	Employee turnover	-.296		
	Absenteeism	-.224	.630	
	Labour productivity	-.608	-.229	-.227
Supervisor/ Officers	Employee turnover	-.647		
	Absenteeism	-.546	.878	
	Labour productivity	-.675	-.541	-.624

The Pearson coefficient of correlation (r) benefit for motivation and labor productivity is 0.608 for data on labor and 0.675 for data on supervisors, and statistically not important at 0.001. The coefficient of correlation (r) for the return of workers and the efficiency of labour is -0.229 & -0.541, which is not statistically relevant at 0.001. This indicates that turnover and labor productivity have a negative relationship. Correlation The absenteeism and labour productivity coefficient (r) value is -0.227 and -0.541 respectively for labor and supervisor results. The negative

relationship between absenteeism as well as labour productivity is indicated by both types of data. The coefficient of correlation (r) for absenteeism and labor productivity is -0.224 and -0.546 respectively for labor and supervisor data indicating that there is a negative association regarding productivity and absenteeism. The coefficient of association (r) for the motivation and employee turnover is- 0.296 and -0.647, respectively, suggest that there is a negative relation between morale and turnover of employees for labor and supervisor results. Finally, the coefficient of correlation (r) for absenteeism and employee turnover for labor and supervisor data is 0,630 and 0,878, respectively, suggesting a favorable connection between absenteeism and employee turnover [20].

The value of R and R² is gathered from the hypothetical experiment's model description. The values of F were derived from the regression analysis table at ANOVA (Table 4). Variance Analysis (ANOVA) or statistic F is a set of statistical models used to examine the variations among group media and their associated processes. At last, the values of b0 and b1 are taken from the table of coefficients of the regression model. In the table hypothesis 1, R has a value of 0.709 for labor data and 0.789 for supervisor data for an isolated encouragement variable suggesting a clear association between motivation and labor productivity. The regression line slope is defined as b1, and the b1 value is 0.510 and 0.580. This value is important, and is useful in definition as outcome change i.e. predictor variables are correlated with unit change as exponential function in the predictor. It can be mentioned that there would naturally be 0.510 to 0.580 if the management emphasizes the morale of one unit, i.e. 62.3 percent extra labor productivity [21].

Table 4: Impact of The Factor Selected for The Organizational Behavior

Sl. No.	Hypothesis	Data type	R	R ²	F	B0	B1
1	Motivation and Labour Productivity	Labour	0.708	0.503	251.142	1.655	.510
		supervisor	0.718	0.512	78.240	1.545	.570
2	Employee Turnover and Productivity	Labour	0.220	.042	13.701	3.765	-.248
		supervisor	0.541	.203	19.865	4.487	-.501
3	Absenteeism and labour productivity	Labour	0.227	.046	14.823	4.018	-.323
		supervisor	0.534	.403	31.490	4.845	-.711

4	Motivation and Absenteeism	Labour	0.224	.054	14.478	2.160	-.110
		supervisor	0.542	.414	34.480	3.254	-.417
5	Motivation and Employee turnover	Labour	0.286	.087	23.014	2.467	-.180
		supervisor	0.647	.423	35.626	3.802	-.521
6	Absenteeism and employee turnover	Labour	0.620	.324	163.540	.920	.505
		supervisor	0.868	.761	161.103	.491	.612

Thus all alternative hypotheses are considered from the above tables while the null hypotheses are refused. Briefly, it has been scientifically shown that there is a significant effect of encouragement on the productivity of workers which is similar to Stefan 's research. According to the report, the negative relation between job satisfaction and labor productivity. The positive relationship between staff turnover confirms the project scientist's perspective. A related meta-analysis is found to be the negative and significant relationship among absenteeism and labor productivity. A negative relationship to job satisfaction and absenteeism motivation as observed by was obtained [22].

The consequences of the result have explained the final outcome of the results based on the survey conducted by the analyst. These results explain the possibility of the impact of the findings upon the motivation of the employee, employee turnover and also their labour productivity. The results of the study have also a point of discussion and further analysis because these results and variables considered during the study have a great effect upon the area to be investigated. Results are also important in order to find out the factualness of the data found during the study as connected with the lower level employee. All the findings indicate no statistically relevant associations between any of the motivation ratings, employee turnover, absenteeism and job efficiency. This research demonstrates through the thorough review how motivation raises the efficiency of labor, reduces the rate of turn-over and absenteeism, and demonstrates the high rate of employee turnover, the lower rate of absenteeism [23].

CONCLUSION

The management of the public as well as private organization is responsible to find out the variable which enhance the environment at work place and thus achieve the milestone for the higher

production and deliveries. For achieving these all, management of the firm always focus to find the solution via implementation of the practices of the OB. In general, these practices and the variable are very critical for growth of the organization in addition to the survival of the organization in this dynamic world of the competitiveness. The world economy has been changing at fast pace with lots of cycle of inflation and deflation that effect the economical aspect of the any organization, sometime positively and sometime negatively. This paper has been providing the vital action of the variables related to the OB for the overall development of the workers and relationship with the customer in order to contribute the growth of the organization.

Out of these factors, one is that If the manager gives stress on the factors of the motivation of their employees that eventually turns up the employee to get mark able labor productivity and that will help to throttle the price of the share of the individual organization. Second, if the manager tries to diminish the turnover related to employee expenditure that also will help to boost the labor productivity. Third, this is also well factual outcome that if a leader of the firm is able to reduce the turnover need to be for employee that will help to reduce the absenteeism also. Apart from this, the management of the firm must be conscious about the selection of the variable related to the OB. The results of these studies could prove to a large extent beneficial for the client, by understanding what their employees want and endeavoring to satisfy wishes promotes reciprocal working relationships for the staff and their supervisors alike.

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