A CASE STUDY OF ORGANIZATIONAL BEHAVIOR ON EXECUTIVES, EMPOLYEES AND ITS TEAM MEMBRS

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ABSTRACT

Fostering training to organizational employees at all levels is a continuous process to improve the career / caliber of employees. The pivotal objective of this study is to evaluate and investigate the impact of training on employees' performance in the technology focused academic institution. A quantitative approach has been used in this study. A question-based survey is used to get the raw data from a sample population of administrative executives of National Fertilizer Limited located at Nangal (Punjab). A total of 286 questionnaires were distributed and collected for the study. Data has been evaluated and analyzed using both descriptive and inferential statistics. Result suggests that employee performance is significantly improved by training design, needs assessment, delivery style, and evaluation Finally, it is concluded from the study which recommends that human resource management must be engaged in increasing training program so that qualities and quantities of these schedules helps to streamline implementation of systematic training processes so as to increase the performance of administrative executives of National Fertilizer Limited located at Nangal. This research paper is summarized after collecting real data by the author from the organization.

KEYWORDS: - FOSTERING, PIVOTAL, STREAMLINE

INTRODUCTION

In the dynamic realm of agricultural manufacturing, the role of active management in shaping employee behavior is crucial for organizational success. This case study delves into the intricate interplay between active managers and their employees within an agricultural manufacturing organization, exploring how managerial actions, decisions, and leadership styles impact employee performance, morale, and overall productivity. Active managers are characterized by their hands-on approach, proactive decision-making, and direct involvement in day-to-day operations. Their management style often includes regular feedback, continuous monitoring, and adaptive strategies to meet the evolving challenges of the agricultural manufacturing industry. This study aims to understand how such management practices influence employee behavior, particularly in a sector where both precision and adaptability are essential due to the cyclical nature of agricultural production and the constant advancements in manufacturing technologies.

The agricultural manufacturing sector presents a unique set of challenges and opportunities. Employees in this industry must not only possess technical skills but also adapt to

seasonal variations, technological changes, and market demands. Active managers play a pivotal role in guiding their teams through these complexities by fostering a supportive work environment, encouraging skill development, and promoting a culture of continuous improvement.

This case study employs a mixed-methods approach, combining qualitative interviews and quantitative surveys to gather comprehensive insights from both managers and employees. Through this approach, we aim to identify key managerial behaviors that drive positive employee outcomes, such as increased job satisfaction, higher productivity, and reduced turnover rates. Additionally, the study seeks to uncover potential areas of conflict or dissatisfaction that may arise from active management practices and how these can be mitigated. By examining the behavioral dynamics between active managers and employees, this research contributes valuable knowledge to the field of organizational behavior and management in agricultural manufacturing. The findings are expected to provide actionable recommendations for enhancing managerial effectiveness and fostering a more engaged and productive workforce, ultimately driving the success and sustainability of agricultural manufacturing organizations. The emergence of global forces has compelled organizations worldwide to restructure work around teams, facilitating more rapid, flexible, and adaptive responses to unforeseen challenges (Kozlowski & Ilgen, 2006,p.77). An environment that is increasingly stressful and emotionally taxing, marked by high competition, constant change, technological innovations, and pervasive uncertainty, creates significant pressure for skill diversity, rapid response, and successful adaptation. (Kaifi & Noori, 2010; Kozlowski & Ilgen, 2006). The most effective approach to resolve the organizational challenges is formation of Teams at all levels with reference to organization objectives in the present century.

REVIEW OF LITERATURE

Organizational behavior in an agricultural manufacturing organization is a study that examines how employees' attitudes, motivations, and group dynamics influence productivity and efficiency. It explores leadership styles, communication patterns, and decision-making processes, aiming to optimize operational workflows, enhance job satisfaction, and foster a collaborative culture for improved agricultural product innovation and sustainability. According to the B.A Kaifi (2010), researchers and real practitioners must apply RED analysis for understanding organizational issues and formulate RED according to their organizational goals/objectives.

R	RECOGNIZE
E	EXPLAIN
D	DESIGN

Diagnosing organizational behavior involves systematically analyzing and understanding the various aspects of an organization's functioning. It focuses on identifying areas that need improvement and developing strategies to enhance overall effectiveness. Here are the key steps involved in diagnosing organizational behavior. Examining how the organization is arranged, including hierarchy, division of labor, and coordination mechanisms. Understanding the organizational culture, values, and external environment influences that affect employee behavior

and performance. Investigating how individual attitudes, personality, perceptions, and motivations impact work performance and job satisfaction. Observing how teams function, including communication patterns, leadership styles, conflict resolution, and collaboration. Assessing the effectiveness of organizational processes such as decision-making, information flow, and reward systems. Using surveys, interviews, observations, and performance metrics to gather information on various aspects of organizational behavior . Highlighting areas where the organization excels and identifying potential problems or areas for improvement. Creating action plans to address identified issues, improve efficiency, and enhance employee well-being and organizational performance. Diagnosing organizational behavior helps organizations to understand their current state, make informed decisions, and implement changes that lead to improved effectiveness and employee satisfaction. The students are being educated through study in organizational behavior but not are not trained in organizational behavior (Nelson & Quick, 2011).
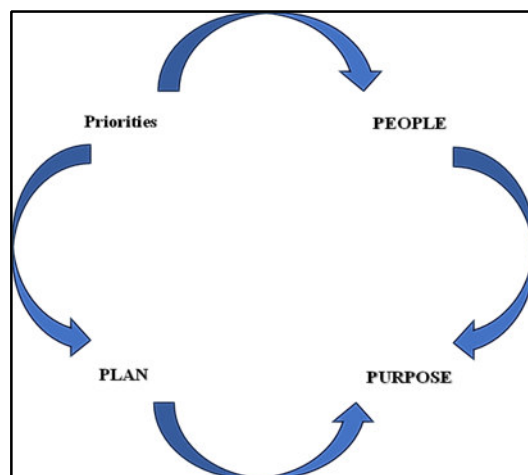

FIGURE 1: - SHOWS ORGANIZATIONS ARE SYSTEMS

An open organization system is a type of organizational structure characterized by its adaptability, transparency, and engagement with the external environment and impacts on internally and vice a versa. Like the actions of customers affects the organization externally and at work, the behavior of employees affects internally. Researcher explain organization are open systems. An organization takes resources from its environment and transforms or processes them into outputs that are then distributed back into the environment (Robbins & Coulter, 2005). For example, students are being educated in the educational institutes with basic skill/ highly trained skilled students and is finally become part of the environment. A closed organization system (not commonly used) doesn't have interaction with societal environment and remain disconnected like army services, naval services Spying system, Prison systems. With LPG (Liberalization, Globalization and Privatization) and scientific technological advancements, competition across the borders, Organization have become more open and solely depends on environment. This has given an opportunity to organization to invest more in the teams. In holistic approach, Organization expects result-oriented employee.

TEAM AS SUPPORT

Teams are groups of individuals collaborating to achieve common goals. Effective teams combine diverse skills and perspectives, fostering innovation and problem-solving. Clear communication, trust, and shared responsibilities are crucial for success. Teams thrive in environments that encourage mutual support, continuous learning, and adaptive strategies to meet evolving challenges. Teams are essential in various settings, from workplaces to sports and academic projects. They consist of individuals with diverse skills and perspectives, working collaboratively towards shared objectives. Effective teams leverage the strengths of each member, fostering innovation and efficient problem-solving. Key elements of successful teams include clear communication, trust, and a strong sense of responsibility. Team members support one another, contributing to a positive and productive environment. Regular feedback and open dialogue help address challenges and adapt to changes. By working together, teams can achieve outcomes that surpass individual efforts, driving progress and success in their respective fields. In today fast changing world, A paradigm shift has been noticed in the organizational structure (Moreland, Hogg, & Hains, 1994). In a complicated and busy work culture, teams need to work together to use their skills and resources to solve tasks quickly with time-oriented results. (Kozlowski & Ilgen, 2006). When people work together in teams, they bring their different talents and tools to help each other solve problems. This makes it easier for the team to work together and get things done. The main focus is on the task that the team needs to complete, and everyone works together to make sure they can do it successfully.

Multilevel organization systems are structured hierarchies where various levels of authority, responsibility, and function coexist to achieve complex organizational goals. These systems are essential in large organizations, where tasks are divided and managed across different layers, each with distinct roles and contributions. Senior management or executive leadership sets strategic direction, organizational goals, and overarching policies. They are responsible for long-term planning, resource allocation, and maintaining the organization's vision and mission. Middle management translates these strategic goals into actionable plans and oversees the implementation at the departmental level. They coordinate between the top management and operational staff, ensuring that strategies are effectively executed and that feedback from lower levels reaches the top. Operational or frontline employees represent the base level, directly engaging in the day-to-day activities that drive the organization's primary functions. They implement the tasks and processes that fulfill the organization's objectives, supported by the infrastructure and directives from higher levels. Communication and coordination across these levels are crucial for the system's effectiveness. Information flows vertically, with directives coming from the top and feedback and reports moving upwards. Additionally, horizontal coordination within each level ensures that departments or units work in harmony. Multilevel organization systems foster specialization, improve efficiency, and enhance adaptability by distributing responsibilities appropriately. This structured approach allows organizations to handle complexity, respond to changing environments, and achieve sustained growth and success. Task oriented cohesion and social oriented cohesion results in both way of positively as team outcome (Forrester and Tashchian, 2006). Hernandez (2002) mentioned in his

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research article that employers must recognize to those employees who know how to manage their work effectively and efficiently with others. Hanse (2006) stated in his research that curiosity and ability to work efficiently in a team contribute positively aura to complete the task is a pivotal skill that employers must value high.

Diversity in teams brings together varied perspectives, experiences, and skills, fostering innovation and creativity. It enhances problem-solving by offering multiple viewpoints, promotes inclusivity, and reflects a broader range of ideas. Diverse teams are more adaptable and better equipped to understand and meet the needs of diverse customers and markets (Joshi, 2006). Nath, (2008) stated that to work effectively with diversity extends leverage the strengths to each other. The Bay of Pigs invasion of Cuba, Challenger space shuttle tragedy are the examples of striving for consensus overshadows informed decision-making (Colquitt, Lepine, & Wesson, 2011).

RESEARCH OBJECTIVES

Current study evaluates few basic questions that have productively impact on the organization. health and future.

1. Executives' leadership styles, its influence on behavior of employees & team members.
2. Employee motivation & job satisfaction among different hierarchical levels
3. Elements influence motivation and satisfaction across various levels.
4. Organizational culture role in shaping behavior and performance
5. Communication patterns on teamwork & collaboration among executives & employees
6. Communication impact on teamwork and collaboration

CASE STUDY METHODOLOGY

A total strength of 777 (Executives/Officers and Workers) are presently working at NFL Nangal organization. 279 officers are present on roll as per the data sheet collected from HR department. 200 Executives have filled out a survey questionnaire relating to teams in working in the same organization This strategy allows for a more comprehensive study that illuminates the perspectives of both managers and employees. In this case study survey, each participant has answered all questions relating to demographic. Table 1 explores (Managers) and Table 2 explores (Employees/ workers) represent the organizational demographic data.

TABLE 1 SHOWS DEMOGRAPHIC DATA OF MANAGER'S

Gender	Managers Representative	Age (Years)> 30 and above	Management experience > 5 years	Graduation Degree or above
Male	100	92	96	96
Female	100	100	84	78
Total	200	192	180	174

TABLE 2 SHOWS DEMOGRAPHIC DATA OF EMPLOYEES

Gender	Workers Representative	Age (Years)> 30 and above	Management experience > 5 years	Graduation Degree or above
Male	200	150	126	134

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Female	200	124	108	118
Total	400	274	234	252

From the above information, it is concluded and illustrated by several key points that out of 279 surveys sent to managers, 108 male members and 105 participated through reply at a response rate of 76%. 8 Male and 5 female's responses were rejected due to incomplete survey. Only 100 female and 100 males' response were found to be correct for this study. With reference to age group, 92 percent of male members and 100 percent of female members were 30 years or beyond that. Also, 96 percent male manager/officers and 84 percent female manager/officers are having five years or more than that of working experience as team management. 96 percent male manager and 76 percent female managers participated in this comprehensive study have acquired graduation or above academic qualification.

In this survey of 400 workers, only 105 male workers and 102 female workers responses were returned back with lot of patience and push back effects to participate.5 Male and 2 female responses were not considered due their incomplete of form. Finally, 100 male and 100 female active participation were as per the need of the study. Finally, in employee responses, 75% of male workers and 62% of female workers were 30 years or older. Only, 63% of male employees and 54% female

employees reported to have five years or more of team work experience In Concern to employee education, 67% of male participants and 54% of female participants have acquired graduation or above academic qualification.

All employee were diligently requested to take part in the survey as organizational behavior training activity. They were promised that the results would be shared in training schedule in the next organizational behavior session. The response for the survey was evaluated using a Likert scale

(5-point) ranging from "Never" to "Always" as shown in the below (Table 3).

TABLE 3 LIKERT SCALE (5 POINT)

1	**Never**
2	**Rare**
3	**Sometimes**
4	**Often**
5	**Always**

The Answer sums are used to measure the different scores related to the hypotheses for the case study and those are mentioned below:

Hypothesis no 1	In communication with employees, female executives have good scores.
Hypothesis no 2	To be influenced by group thinktank, female executives have good scores.
Hypothesis no 3	To contribute more outcomes to team, female executives have good scores.

Results

The hypothesis No 1 predicts that "Female managers have much higher scores on communicating with other employees". It is observed from the below presented in Table 4, that the female managers have scored quite significantly higher than males' managers with a p-value of 0.001

TABLE 4

Description of Statistics and T-test of two means (Female managers have much higher scores on communicating with other employees.)

GENDER	MEAN ($\bar{X}$)	STANDARD DEVIATION (σ)	SAMPLE SIZE
MALE	32.80	5.22	100
FEMALE	42.00	6.30	100

t- test	7.115	p- test	0.001

The hypothesis no 2 predicts that "Female managers have much higher scores on becoming influenced by groupthink" It is observed from the below presented in Table 5, that the female managers have scored quite significantly higher than males' managers with a p-value of 0.001

TABLE 5

Description of Statistics and T-test of two means. (Female managers have much higher scores on becoming influenced by group think.)

GENDER	MEAN ($\bar{X}$)	STANDARD DEVIATION (σ)	SAMPLE SIZE
MALE	25.100	4.130	100
FEMALE	36.970	7.720	100

t- test	9.595	p- test	0.001

The hypothesis no 3 predicts that "Female employees contribute significantly to team outcomes is more than male members". It is observed from the below presented in Table 6, the scores of female managers are significantly higher than the male members with a p-value of 0.001.

GENDER	MEAN ($\bar{X}$)	STANDARD DEVIATION (σ)	SAMPLE SIZE
MALE	31.59	6.74	100
FEMALE	41.48	5.42	100

t- test	11.428	p- test	0.001

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PRAGMATIC IMPLICATIONS AND RECOMMENDATIONS

This case study found that women managers think talking with their teams is very important. Companies that think talking, being responsible, and being honest are important are the ones that do well when things are changing. Pragmatic implications of organizational behavior (OB) in agricultural manufacturing organizations are critical for enhancing productivity, efficiency, and sustainability. Understanding OB helps these organizations navigate the complex interplay of human elements and operational dynamics to achieve their strategic goals. Firstly, effective communication is paramount. In agricultural manufacturing, clear and concise communication ensures that processes are understood and followed correctly, reducing errors and improving product quality. It fosters a collaborative environment where employees are motivated to share ideas and innovations, leading to continuous improvement. Secondly, leadership styles greatly influence employee motivation and performance. Transformational leadership, which emphasizes vision, inspiration, and change, can drive employees to exceed expectations, adopt new technologies, and improve processes. This is particularly important in agriculture, where adopting new methods can significantly impact yields and efficiency. Furthermore, understanding team dynamics is essential. Agricultural manufacturing often involves interdisciplinary teams working together on production, quality control, and logistics. Effective team management ensures that diverse skills are harnessed optimally, and conflicts are resolved constructively, leading to better outcomes. Lastly, employee well-being cannot be overlooked. High-stress levels and physical demands in agriculture require organizations to prioritize health and safety. Implementing ergonomic practices and providing mental health support can reduce absenteeism and increase productivity. In conclusion, the pragmatic implications of OB in agricultural manufacturing are vital for operational success, encompassing effective communication, leadership, team dynamics, and employee well-being. These factors collectively enhance organizational performance and sustainability.

LIMITATIONS

This case study has limitations too. Biggest one is that there are few/ limited responses from all department groups. This study can be clubbed with other more comprehensive instruments to enhance and confirm the results. The future research studies can duplicate the research with a greater number of participants that are compared to other organizations. Study of different levels of Managers (Higher, Middle, Lower), outs side the management, plant managers, could be more beneficial to get better and deep insights working different position within organization and outside the organization in the same group to learn more about teamwork. It will be beneficial to study the contribution made by male and female managers as a whole team member. Finally, it is suggested that, the researchers should consider translating the case study survey into other languages to see whether the same results are possible within other organizations for benchmarking purposes.

CONCLUSION

It is quite significant and plays a crucial role to understand why and how teammates, teamwork plays pivotal impact on employees 's success in the organization. Practically at plant level, managers should know understand that teamwork affects performance because it proxies cohesiveness and synergy. The case study explored through this research paper clearly suggests that team performance affects the careers of the all employees and work interactions. Hence, it is worthwhile to continue this case study investigation to explore futuristics benefits. The study of behavior within organizations, including executives, employees, and teams, highlights the significant influence of behavior on organizational success. Executives influence employee morale, motivation, and job satisfaction by molding organizational culture and establishing behavioral norms through their leadership and decisions. Workers respond to the atmosphere established by top management, where positive, welcoming, and encouraging environments lead to increased commitment and efficiency. On the other hand, unhealthy cultures result in employees becoming uninvolved, a high rate of staff leaving, and decreased effectiveness. Efficient group interactions, marked by cooperation and interaction, are essential for meeting company objectives. The research highlights the significance of comprehending and controlling organizational behavior in order to establish a favorable work atmosphere that facilitates the success of both individuals and groups. Tactics like strong leadership, acknowledgment, and chances for development foster positive conduct and result in a harmonious and efficient work environment. In the end, the actions of executives, staff, and team members are crucial for ensuring an organization's long-term success and ability to stay competitive.

POINT OF CONFLICT

Authors has limited assess and does not have any conflict inside and outside the organization.

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