Organizational Behavior

Introduction

 Organizational behavior is an important aspect of every organization or company since it determines the overall performance of an organization. Within every organization, there are certain behaviors which are associated with that particular organization. This means that in every company or organization, there are certain behaviors which are considered as the norms of the company and practiced by all employees in the company. Organizational behavior affects how the operations within a company re carried out, how customers of the business are handled and how the employees within the organization relate with each pother.

*Q1*

 One of the justice dimensions which I would have applied during a morning briefing with the staffs would be procedural dimension. Procedural dimension aims at providing the employees with the relevant and sufficient information which they can also use to make decisions as well as understand the position of the company, hear the opinions of the employees and gives room for appeal on the decision of the company (French, 2011). In making decisions, it is important to have all stakeholders understand and get involved before the final decision is made. Andrea should be honest with the staffs and provide them, with full information on the downsizing, give them a chance to express their view.

 Explaining to the staffs why the company has taken such measures trhough a procedural manner is important because the employees will feel valued. The implication of being guarded with information will generate distrust among the employees since they will not be able to understand why the decision was made. If Andrea uses procedural dimension, the ethical implication is that the relationship between the employees and the company will remain strong (French, 2011). There will be trust from the employees as well as avoid conflict as a result of the decisions. It will show representation, consistency, accuracy as well as eliminate bias.

*Q2*

 Based on justice and ethics discussions, the advice that would be appropriate for Andrea to take in terms of making use of a bigger budget for compensation would be that she should make gradual changes. Employee motivation is an important aspect for the success of any organization and must be handled with care (Njoroge, & Yazdanifard, 2014). The employees should not be offered a short-term “retention bonus” nor a permanent raise. By giving the employees a permanent raise, it will mean that one need of the employees will have been met hence the level of motivation may decrease with time. However, if offered the short-term “retention bonus” the employees will be motivated for a short while until the need is met.

 Therefore, based on “Maslow’s Hierarchy of needs theory”, when one need is satisfied, one moves to the next need until all needs in the hierarchy are met it would be advisable to have the funds used in supporting changes in work structure. This can be done for the staffs that have a workload that is expanded (Phillips, & Gully, 2012). Offering a bonus or a permanent raise does not solve the problem of work load hence it is ethical to solve the issue of work load through a new work structure for the employees. The short-term, retention bonus and the permanent raise will only help to motivate the employees for a short-while but what will have a lasting impression is making changes that will lighten the workload for the employees.

 It is not ethical to raise the salaries of the employees while the working conditions are not satisfactory. This will mean that one of the needs of the employees is not met if short-term bonuses and the permanent raise are provided under the same work conditions. Therefore, it is important that Andrea applies the four-component model and the three concepts that are involved in ethical decisions making (Nelson, & Quick, 2012). The decision should be based on moral awareness of the situation that the employees are undergoing due to the workload. In addition to that, the concept of moral judgment and moral intent should form the basis of the final decisions on changing the work-place structure for the benefit of all the employees using the funds available.

*Q3*

 Andrea has to make a decision on combining the staffs so that they can work together and share the work load although it has been observed that there are those that will have to do more than others (Chung Hee, & Scullion, 2013). The staffs have the free-will to choose the amount of work load they would like to add hence there is need to be careful with the way Andrea works out the whole process of combining. The theory applicable and suitable for this situation is the theory of Job Characteristics theory (Schermerhorn, 2012). This theory explains that employees consider jobs to be enjoyable when the tasks involved in the job are more challenging and provide them with a feeling of fulfillment.

 From the case study, it can be noted that there are tasks which will need to be undertaken even by staffs that have not been performing them, hence this will present a challenge for those that will take up the tasks. The challenge of the tasks and the fulfillment that the staffs will gain from carrying out the tasks will act as the motivating factors towards them combining their areas of work. On the motivational factors that Andrea would require top apply when combining the staffs, there will be need to consider factors such as recognition, achievement, responsibility as well as growth of the employee and their career advancement. These factors as have been identified by Herzberg’s Two-factor theory explain that employees that obtain the above mentioned factors are likely to be motivated in their performance (Christ, Emett, Summers, & Wood, 2012). This case of combining the staffs will mean taking on some different roles and duties, therefore, these factors will contribute towards the success of the whole process within the firm.

 The satisfaction in the new versions will be provided by ensuring that the employees are properly recognized for their performance. Furthermore, it would advisable for Andrea to ensure that there are plans for the advancement of the employees as well as their personal growth in their new job versions (Chao-Chan, & Na-Ting, 2014). It is important that the employees should grow with the company and see some changes in their career, something which will help in bringing satisfaction in their new roles. McClelland’s Acquired Needs theory observes that employees seek for achievement in what they do. What this means is that when the employees take up the new roles within the company, they aim to achieve something in the long run. Therefore, to ensure that the employees are satisfied in their new roles, it will be important to ensure that they have been accorded the necessary help and assistance which will enable them gain some achievement.

*Q 4*

 When employees are given voice, there are various benefits which an organization or company is able to realize in the short and long run. As the company, Blaze, transitions from its old operations to its “new normal” it would important that Andrea gives the staffs a voice and allow them to be part of the decision making process (Christ, Emett, Summers, & Wood, 2012). The employees should be given a voice in routine operations that closely affect their work as well as on matters that deal with staff welfare. One thing that has been observed as the impact of giving employees a voice is organizational commitment. This means that employees would want to remain part of the company and continue to provide their services. When Andrea gives a voice to the employees in matters pertaining to the routine operations in the company, it will motivate the employees to want to stick around since they know they can be heard and that they are important within the company (Nelson, & Quick, 2012).

 The Job Characteristics theory applies in this case with regard to “critical psychological states”. The employees However, staffs should not be given voice in sensitive matters of the organization. The employees are not permanent in the company, meaning they can leave employment any time that they feel they want to leave or in case there is an issue that results in their dismissal. Mitigation would involve allowing voice to the employees in matters that are not sensitive.

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