



# The effects of managers on organizational behaviours and functions

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## Abstract

The issue of organizational behaviour is a complex and, at the same time, an important and significant factor in the success and fate of all organizations. Hence, the attention of scholars and researchers is drawn to the issues affecting the workforce of organizations so that they can find ways to empower and optimize their existing human resources. Managers' behaviour has a major impact on human resource productivity and organizational growth and success. Managers are positioned to coach and influence the employees who work with them and serve as role models for employees as well. Managers who are caring, supportive and treat their employees in ethical manners can gain trust and support of their employee in return. Managers who model moral behaviours, can improve collaboration, commitment and engagement in their organization. Employees counter the moral behaviours by positive behaviours like citizenship behaviours, assurance and engagement. If the relationship between managers and employees is based on professional ethics, then this organization will definitely achieve its goals. But, if the relationship between the manager and the employees is based on unethical behaviour, it will certainly prevent the organization from achieving its goals. Therefore, how to manage the managers of organizations should be such that by combining ethics with the current rules, the culture of useful work in the organization can be expanded. Scholars suggested that many of the entrepreneurial forces that are prone to work within the organization are due to management weakness and professional ethics by managers, which ultimately leads to the departure of the organization. Managers and leaders in organizations must depend on on their skills to manage ethical values inside their organizations.

**Keywords:** Leadership, organizational behaviour, management, empowerment, productivity.

## Introduction

Managers get the work done through people. They allocate the resources, direct the activities of employees, and take the decisions to attain organizational goals and ultimately sustainability. Managing organizational behaviours through the rapid changes is one of the important tasks for managers. Managers need to come up with effective strategies to lead and manage their employees inside the organization in order to adopt the changes and to be successful in the competitive business environment. Rapidly changing business environment, requires managers to constantly apply changes in their strategies for managing the organizational members to stay competitive. Success in today's competitive business environment requires managers to understand and effectively manage organizational behaviour. The importance of managing behaviour in organization has long been the subject of attention by business scholars and business practitioners. This attention has grown day by day to the point that today human resources are just like the first customers of the organization (Sharma, 2018).

In the global business world men and women play an organizational role, thus understanding and predicting organizational behaviour is a huge necessity in today's work. The explanation of cause-and-effect relationships helps to predict organizational behaviour. It should be noted that management does not remain at the level of prediction of behaviour and seeks to control behaviour, which is the control of behaviour as the ultimate goal of studying the science of organizational behaviour management. As long as they are trying to survive and require themselves to be present in the national and international arena, organizations must be the focus of their continuous improvement initiatives. This principle cannot be achieved unless it is possible to achieve this by improving performance management. The improvement can be



achieved by developing an applying new management methods by taking the necessary feedback from the inner and peripheral environment, analysing the strengths and weaknesses (Martin, Woods & Dawkins, 2013).

In today's dynamic environment, new management approaches with a suitable pattern will be of great help to the flexibility of the programs, goals and mission of organizations. Javad Basir Haghghi (2002), in a research on organizational behaviour management in the new millennium, considers organizational behaviour management as seven fundamental principles that have been obtained by examining organizational behaviour and management texts, that are: adherence to adherence, knotting, effort to create changes, having a job at work, how to deal with others, using insubordinate people well and experience crisis management (Haghghi, 2002). It can be said bravely that leadership and management are the most important factor in the process of empowerment. The choice of leadership style and the view of managers towards the organization of affairs of the organization have a direct role in the implementation of employee empowerment programs.

The traditional beliefs of managers and their reluctance to distribute power in the organization is the most important factor in the failure of empowerment programs. The success of the organization is not a coincidence, but the success of the organization is a conscious choice. Managers see success as achieving organizational goals and fail to deviate from the program and distance from predictable goals. In their view, the organization's success is nothing but reaching the goals set (Amirkabiri & Mediyani, 2011). Professional ethics, on the other hand, is the most important variable in the success of the organization. Although humans do not have a single point of view in terms of success and definition, but they are matched in succession. A common and meaningful goal of a person is success in personal life, career, organization's life. An organization has many ways to achieve its success and to be accountable, but it will face a lot of problems. Management is nothing but a way of understanding the ways in which the organization succeeds and plans to improve these paths and resolve problems and reduce or eliminate barriers.

Professional ethics in the organization can greatly help to reduce the organizational tensions and help the organization to achieve its goals. Today, having professional ethics, especially for managers, is a competition advantage in the organization. The issue of organizational and professional ethics has played an important role in the world and in the organization. So that ethics and related issues to that such as justice, fairness, commitment and individual and organizational rights have become very important. Therefore, managers and staff members of organizations, in addition to organizational and legal criteria, need to have a set of moral and value guidelines that help them in organizational behaviours and practices, and enables a kind of co-ordination and coherence in the way to the desired way in the ethics. Because today one of the most important criteria for evaluating organizations and one of the important factors in the success of organizations is ethical and moral workplace issues (Nicolaidis, 2015, 2016; Amirkabiri & Mediyani, 2011).

## **Organizational behaviour**

In general, organizational behaviour involves the human subjects in an organization. Organizational behaviour is a systematic study of the operations, actions, functions and attitudes of individuals who make up the organization. In the field of organizational behaviour, systematic study replaces the evident judgment, that is, scientific evidence collected in controlled conditions, is measured and evaluated in a reasonable manner, and comes into existence in relation to any cause (Ton & Huckman, 2008). Employees are the human assets for a firm and their performance is the key to achieve organizational success. Absence and displacement of employees can directly affect the organizational performance (Cooke et al., 2016). Managing and improving employees' performance is essential for achieving



competitive advantage. Managers should pay attention the quality and quantity of employees' productivity and evaluate employees' performance in order to recognize the errors in production, as well as the factors that reduce employee performance, and to be able to manage organizational performance effectively. Replacing the employees who no longer work for the company is a very important part of a manager's task as well. Sometimes employees voluntarily leave the organization and sometimes managers or stakeholders decide on needed employee terminations. Whether an employee voluntarily leaves or he or she is terminated by managers' decisions, that employee needs to be replaced, because absence and displacement of employees has an adverse effect on their returns and production and thus sustainability. Staff relocations lead to increased costs, and the organization always works with people with little experience (Krapfl & Kruja, 2015).

### **Organizational improvement**

Organizational Improvement The systematic application of knowledge and behavioural knowledge at various levels such as the group, communication between groups, organization, etc. is planned for change, and its goals are higher quality of work life, adaptability and effectiveness. This is done by changing attitudes, behaviours, values, strategies, procedures and structures so that the organization can adapt to competitive activities, technological advances and the speed of change in the environment. Improvement in organizational behaviour has seven characteristics:

- Human Values: Positive Beliefs on Personnel's Potential and talent (Y Theory of Michael McGregor).
- System Circuit: All parts of the organization, including structure, technology and individuals should work together.
- Experimental learning: Learning experiences in a learning environment (internship) should be part of the human issues that you are facing.
- Problem solving: Defined issues, data collected, corrective action, and modifications in problem-solving processes are created as needed. These processes are known as research in action.
- Contingency tendency: The operations are selected and tailored to meet the needs.

### **Management style and its impact on empowerment**

Along with the rapid changes in the skills required, collaboration between managers and staff is essential for success, so the new manager in the empowered organization, rather than just solving problems, must participate in the work of the team. The role of the director in traditional organizations was the intense control of the workforce, but in today's modern and new organizations, people are empowered to make their own decisions and manage the affairs. Empowerment is far from the traditional concept of the organization. Over the past few decades, prominent famous scholars such as Chris Argyris, Warren Bennis, and Peter Senge have argued that their commitment to decision making is crucial to achieving employee commitment in work and job satisfaction and productivity.

Research on Japanese management techniques, including the Z-Theory, points out that scientist Marshall Sashkin believes in such a worthwhile contribution that employee participation is not only functional, but it is also use-driven by the manager is of a moral necessity. Collaborative management is fundamental concept in empowerment. Research in two parts of industrial relations and management research shows that employee participation in the organization includes empowerment and teamwork, and there is a positive relationship between the level of participation, satisfaction, motivation and performance of employees.



Collaborative management requires the transfer of responsibility and the creation of a space for employee mobility. In this connection, it is important that managers recognize the potential capabilities of employees and achieve the identification and implementation of the correct actions to solve the qualitative problem. The team itself is the leader of a new approach to the relationship between staff, managers and organization. The teams involved in empowerment are made up of small groups of employees who work together to solve specific problems of the organization that relate to quality and productivity, which is a collaborative management method. Participation takes place when a team divides the planning, implementation, and utilization of resources and activities (Abtahi & Absey, 2007).

### **The role of managers in employee training**

Training is an important method to improve employee job satisfaction and performance that managers should consider and invest in the organization. Instead of seeing education as a major and long-term solution to their problems, many managers see it as a formidable hardship that keeps them away from their immediate goals. When some managers are asked why you do not teach, they respond "because we hire people who have already acquired the necessary experience and skills" (Adi, 2015). Although this answer seems to be a good successor to education, it does not work in practice. Education alone cannot guarantee the succession at job tasks. Through the time, employees should be trained to improve their skills and knowledge (Pratama, 2015).

As Terera and Ngirande (2014), suggested training improves customer satisfaction and employee confidence at work. The authors discussed that raining improves employee feeling of confidence at work. Employees who are given training sessions can serve the customers better and they are more likely to meet customers' satisfaction in compare to those employees whose company does not provide them with training. Training enhances employee motivation and job satisfaction as well. As Dysvik and Kuvaas (2008), discussed job satisfaction is an important predictor for employee performance. Training can increase motivation and job satisfaction that boost employee performance and productivity (Jones et al., 2009). An employee might be very skilled and experienced, but he or she also needs to be trained for his or her current job. He must understand the values and philosophy of the organization, as well as the policies and practices applied to the particular profession, if one does not see such professional-organizational training, it will be limited in the ability to use his skills and experience.

Some managers believe that there is no need for formal education programs because employees learn their skills while doing their jobs. They claim to be the best teacher experience, but forget that experience is a very expensive teacher (Waris, 2015). When employees are forced to learn by trial and error, they suffer and feel defeated while not being guilty. On the one hand, customers have been damaged by mistakes and ultimately the organization suffers. Education is also a path to growth. If employees are moving to higher levels of responsibility, they must be trained. The growth of the organization depends on the growth of the staff. If the organization expects serious opportunities to be successfully achieved, internal staff must constantly develop their skills and prepare themselves to face bigger challenges. An experienced manager knows that when he teaches his staff, he does the most important job for his own success. Education is one of the important and influential factors in enhancing employees' ability. Therefore, managers should play a major role in educating employees (Sendawula et al., 2018).

### **The Effect of Ethical Leadership on Deviant Behaviours**

One of the problems of today's society is the existence of behaviours such as lack of work, aggression, bullying, plunder, and so on. These behaviours affect the performance of



organizations as well as on interpersonal relationships and the spirit of employee collaboration (Woo, 2019). The emergence of such behaviours, called organizational behaviour, as deviant behaviours, affects the extent of the organization's development. In the past decade, the issue of work deviations and deviant behaviours in the workplace has been considered by many research studies (Pletzer et al., 2019). Deviant behaviours in the organization have economic, social and psychological effects. For example, the cost of stealing by employees in the United States is estimated at \$ 50 billion a year. In addition, employees with deviant behaviours have a greater tendency to step down, increase their stress and low morale (Bodankin & Tziner, 2009).

Deviant behaviours in the workplace are intentional and arbitrary actions in opposition to organizational norms and disadvantages for organizational performance (Singh, 2019). According to Coulbert et al. (2004), deviant behaviour is a deliberate behaviour that violates organizational norms and threatens the health of the organization, employees, or both. He categorized deviant behaviours into two categories of individual deviations and organizational deviations. Individual deviations are deviations directed towards individuals, such as rude behaviours with colleagues and organizational deviations, a diversion that is directed at the organization, such as a reluctance to try. The performed research focuses on the role of leaders in shaping the concepts and behaviour of followers in the organization (Venus Lun et al, 2016).

Leaders are one of the factors influencing the behaviour of organizational members that define values and norms and provide an image of the organization. Leaders have an effective role in the way and amount of trust in the organization, creating mutual respect, identifying and correcting problems and paying rewards or punishing them. Also, leadership skills in managing change, conflicts, and managing communication and time management also play an important role in managing deviant behaviours (Salmani et al., 2009). Madanchian et al. (2018) were the first to study ethical leadership as a separate style and identify ethical leadership as the display of appropriate normative behaviour through individual actions and interpersonal relationships, and the development of such behaviours in followers through decision-making, reinforcement, and two-way communication. (Kalshoven et al, 2011).

The two have stated that ethical leaders are ethical models that provide employees with ethical guidelines through the process of social learning. In accordance with the theory of social learning of individuals, they observe actions and decisions of role models and after-effects, and then imitate what they observe (Resick et al., 2013). The structure of ethical leadership is based on the theory of social learning. Based on this theory, ethical behaviour based on ethical values leads to the attention and modelling of those who are witnesses to these ethical behaviours and values. (Taqizadeh et al., 2014). Ethical leadership is a form of leadership that requires the development of ethical standards and employee behaviour management, and implements ethical standards with their behaviours (Yilmaz, 2010).

Ethics are the heart of leadership (Ko et al., 2019). Ethics as the regulator of human relationships has always been of great importance. In management discussions, this internal mechanism, without the need for external leverage, can ensure ethical performance in employees and create an ethical organization. The role of ethics in actions and behaviours is crucial in decisions and choices and in clashes and relationships. Hence, today's discussion of ethics and management is one of the major issues in this field. Leaders also need morality. Because they have a responsibility. People who are leaders like others are different, they can be the source of many changes in behaviour. Therefore, attention to ethical virtues of the leader is one of the important issues of leadership. Research has shown that ethical leadership style has an impact on organizational citizenship behaviours and deviant behaviours.



The use of an ethical leadership style provides managers with a good opportunity to enhance their organization while enhancing citizenship behaviour and reducing deviant behaviours in the organization (De Cremer & Vandekerckhove, 2016). Ethical leadership can motivate positive work behaviours and lead to a reduction in misconduct (De Wolde et al, 2014). In organizations with leaders who use ethical leadership style and behave in accordance with ethical values with employees, employee misconduct decreases (Mayer et al., 2009). Researchers believe that in addition to personal characteristics of employees, the type or quality of leadership can play an important role in enhancing or inhibiting such behaviours (Pradhan et al., 2014). Recent research by Jones (2009), also shows that misconduct decreases when managers are respected and dignified with staff about the decisions they make.

In a study of 200 companies in South Korea, Shane (2012), found that ethical leadership indirectly affects organizational citizenship behaviour. Picolo et al. (2010) found that ethical leadership has a positive impact on organizational citizenship behaviour by mediating the variables of the meaningfulness of work and followers' efforts. They found that ethical leadership has a positive impact on employees' efforts, which in turn affects employees' behaviour and employee behaviour through significant increases in work. Rezek et al. (2013), examined the role of moral perception as a psychological mechanism in relation to ethical leadership with the involvement of employees in employee voluntary behaviours. Their findings showed that there is a negative relationship between ethical leadership and deviant behaviour (0.28), and organizational citizenship behaviour has a positive relationship (0.36).

Avi et al. (2011), examined the relationship between ethical leadership and followers' behaviours. The results of their research have shown that ethical leadership has a positive relationship with the citizenship behaviour of followers and negative relation with their deviant behaviour. The results of their research have also shown that this relationship is moderated through the self-confidence variable. In other words, when followers are more confident, the relationship between ethical leadership and the citizenship behaviour of followers as well as the relationship between moral leadership and deviant behaviour of followers is weakened.

Montakhab Yegane et al. (1395), examined the relationship between ethical leadership and deviant behaviours in the workplace, with the mediating role of emotional commitment and ethical atmosphere. The results indicated the direct effect of ethical leadership on deviant behaviours in the workplace and the indirect effect of ethical leadership on deviant behaviours in the workplace through emotional commitment and ethical atmosphere. Baharlo et al. (1394) investigated the relationship between ethical leadership and organizational citizenship behaviour. The results indicate a direct relationship between ethical leadership and organizational citizenship behaviour and indirect positive relationship of ethical leadership through organizational commitment, leader- member exchange model and job satisfaction and organizational citizenship behaviour.

### **The role of professional ethics in managers success in organization**

In general, morality in organizations is defined as a system of values, needs, and desires, in which the good and bad of the organization are specified and the bad action distinguished from the good one. Humans in the individual and personal dimension have special moral attributes that shape their thinking, speech and behaviour. These individuals, when placed in a particular position their human attributes can affect the effectiveness and effectiveness of the organization. On the other hand, ethics or lack of behaviours and performance can lead to positive or negative outcomes at the organizational level (Taleh, 2009). In the same vein, many countries in the industrialized world have reached maturity, which results in disregard for ethical issues and evasion of social responsibilities and obligations and thus unethical conduct. For this reason, many successful companies have felt the need to formulate a moral



strategy, and they have come to believe that an organization must embrace a culture of ethics and also create a code of ethics for employees to abide by thus promoting right conduct (Nicolaidis, 2016). Hence, they focus on research on professional ethics (Amiri et al., 2010).

One of the main concerns of efficient managers at different levels is how to create suitable platforms for human factors working in all professions so as to work with the sense of responsibility and commitment when faced with issues in their community and profession. In addition, they need to comply with the ethical principles which governing their occupation and profession. With regard to the positive effects of professional ethics, it can be said that one of the key factors for the success of organizations is professional ethics. Whatever professional ethics in organizations is to be taken into account by managers and staff, the organization will be more successful in reaching its predicted goals (Caroline & Chris, 2007). Success in an organization results from the creation and application of ethical management in the organization. Organizational ethics starts from a position of trust. The more trusted the organization, programs and managers, the greater the level of commitment to the organization and tasks will be. Trusting will increase organizational capability in responding to environmental needs, because trust creation will be synergistic with the organization's ability. Therefore, as employees' trust in managers and organizations diminishes, managers should also care about their employees (Krapfl & Kruja, 2015).

## Conclusion

Management means individuals working with groups to achieve organizational goals. The key to success is that all managers need to have social and human skills. So, at least in certain stages of his or her life, one is a manager. The most important skill of a manager is the ability to adapt and deal with people. The profile of a healthy organization is that the physical and mental health is equally considered by the manager, whose emphasis is on production and productivity. In a healthy society, the responsibility of organizations is not limited to providing profit-making services by the employees of that organization, and effective management is not achieved without consideration of the mental health of the employees.

The issue of organizational behaviour is a complex issue, but it is also an influential and crucial factor in the success and fate of organizations. Hence, the attention of scholars and researchers is drawn to the issues affecting the workforce of organizations so that they can find ways to empower and optimize their existing human resources. From the perspective of today, issues related to employee behaviour are considered to be beyond the scope of occupational and organizational homework, and this discussion has been studied as "corporate citizenship behaviour". It is also important to pay attention to employees' deviant behaviours due to their impact on organization and organization's development. One of the principles of the success of today's organizations is the existence of ethical values in the workplace and the promotion of these values and in this regard, basic theories of ethics in the workplace and moral conduct better inform business practices so that a desired objective is achievable (Nicolaidis, 2015).

Managers and leaders in organizations must rely on their skills to manage ethical values within their organization. The behaviour of managers of organizations, especially operational managers who are directly related to manpower, has a major impact on human resource productivity and organizational growth and success (Nicolaidis, 2015). If the relationship between managers and employees is based on professional ethics, then this organization will definitely achieve its goals. Also, if it is based on unethical behaviour, it will certainly prevent the organization from achieving its goals. Therefore, how to manage the managers of organizations should be such that by combining ethics with the current rules, the culture of useful work in the organization can be expanded. Managers who do not care about the human dimension and professional ethics in the organization, and willing to pursue their goals,



regardless of ethics and humanity, can ignore them in the short term, but in the long run such a view is usually creativity, efficiency, and Reduces employee engagement and results in a dramatic drop in productivity in the organization (De Cremer & Vandekerckhove, 2016).

Experience has shown that many of the entrepreneurial forces that are susceptible to the organization are unclear due to managerial weakness and professional ethics failures, which ultimately leads to the departure of the organization. Today, many of the organizational problems are the lack of proper and professional communication between managers and employees. Because experience shows that many managers are doing unfair behaviours with the employees due to lack of familiarity with management science and techniques as well as professional ethics, which ultimately leads to organizational silence or quit service from the elite employees of the organization. Therefore, one of the problems of organizations where professional ethics is not followed by its managers, the vacancy of the undergraduate body is prone to entrepreneurial forces. Because the unprofessional behaviour of managers has led to the silence of many undergraduate elite employees, or such experts at technical meetings, instead of commenting and expressing their technical opinions, try to confirm their superiors' remarks. Such issues are deadly and dangerous for any organization as a poison, and they break down organizations.

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