

Outside Factors Influencing Behavior of Employees in Organizations

Sanjeev Kumar Mathur and Sunil Kumar Gupta

Abstract—Human behavior is full of intricacies and it is extremely difficult to comprehend it. A large number of factors join hands together to determine a peculiar pattern of employee behavior in every organization. An employee may be amiable or coarse. Soft hearted or stone hearted. Apathetic or Empathetic. Decisive or indecisive. Ready to lend a hand or unsupportive. Thus, the reasons are multifarious in nature constituting behavior outline of employees in organizations. It is imperative to study, analyze and understand their behavior, which plays a vital role to determine the relative success of organization vis a vis competition

Index Terms—Employee, Employee Behavior, Organization, Behavior Outline, Relative Success, Competition

I. INTRODUCTION

The quality of work in an organization has a direct impact on the comparative success of an organization at market place. The former depends upon how effectively people at work place connect and communicate with one another. In other words, human behavior is of paramount importance. Every organization produces output through machines and these machines are men operated who create and develop new ideas constantly to produce output at a price that makes it value for money for the customers. Human behavior is broadly governed by two factors, namely, internal and external.

It is organization that constitutes internal factors affecting the human behavior and attitude. External factors are personal and individual specific.

The latter is attached to human hopes, aspirations and dreams as human beings are social animal.

Internal environment can be controlled and managed well, but personal external environment is beyond the purview of organizations.

It goes without saying that there is a need to strike a perfect balance between the two, to experience heydays by the organizations. An imbalance in the form of discontent in personal life can lead to a chaotic situation at work place with poor employee conduct, which may be pernicious to the growth of the organization.

The effective study of human behavior calls for involvement of highly trained experts in the same field who can comprehend entire gamut of challenges that workplace

brings. Hands on experience coupled with extensive training make things easy to analyze and improve human behavior. We shall discuss personal external features of employees to improve their behavior and in turn productivity for which they are hired [1-23].

II. MENTAL ATTITUDE

Every individual has a distinct complex mental state which involves definite beliefs, values and feelings to perceive a situation and act in a certain way. This mental attitude has a lot to do with the family upbringing, exposure to society and education. Since childhood individuals become either carriers of positive or negative energy. Some want to find a solution to the problem, other intend to find the causes of problems. The difference is in their outlook.

It is being seen that employees with positive thinking bring about a significant positive change in the thinking of other colleagues at work place. The positive belief turns everyone on to accomplish the task with finesse.

III. FAMILY BACKGROUND

It is a common belief that people who are brought up with lot of parental care, concern, love and affection exhibit good demeanor with respect and high regard to everyone. Since they are brought up in a protected environment, in turn offer the same to their peers and subordinates. Conversely, people coming from broken families with chequered childhood are much unsecured, suspicious, and less jovial and lack sound decision making skills.

This explains why family background is so very important before inducting a candidate in to the organization. Most of the organizations grill candidates to understand and discriminate them on this parameter.

IV. VALUES

There are two major values for human beings among many: material and spiritual. Let us appreciate without any debate that this is a highly materialistic world and the individual's wants and desires have no bounds. The phenomenal escalation of people's desires in the last one decade has made it extremely difficult to create an atmosphere of mutual cooperation and hassle free atmosphere in organizations. The race to chase material values is on and this has put tremendous pressure on individuals globally and they end up exerting too much pressure on themselves to realize their aspirations. Ultimately, it boomerangs on people losing their inner contentment, as it destroys mental peace and enhances

Manuscript received December 8, 2011; revised February 16, 2012.

Sanjeev Kumar Mathur is with the Department of MBA, with RTU affiliated College in Jaipur, Rajasthan, India (e-mail: skmonnet@yahoo.co.in).

Sunil Kumar Gupta with the Department of Electrical Engineering with Sobhasaria Engineering College, Sikar, Rajasthan, India (e-mail: sunil_sunel@yahoo.co.in).

tension unnecessarily. The quest to possess materialistic resources is human endeavor to augment physical comforts. Contrarily, according to Dalai Lama, a religious guru of Tibet, spirituality with faith provides mental satisfaction and peace of mind. A calm and composed mind is the best gift by the almighty, as all that we amass during our stay here is to be left behind. There is a need to integrate spiritual values with material values to lead a fulfilling life. The balancing act helps employees to build up an ambience of mutual understanding, cooperation and assistance, which takes organizations to pinnacle, leaving behind narrow and parochial considerations.

V. DIETARY HABITS

Eating habits directly affect human mind, which in turn is responsible for a particular behavior pattern. Spiritual scholars claim that the almighty has made us vegetarian and consumption of non-vegetarian suppresses fine human qualities such as love, kindness, sympathy, compassion etc. It is a belief of those who propagate vegetarian food that pure and high energy food will help to have a pure and healthy mind, which will keep all negative thoughts and actions away, thereby, assisting organizations to progress and prosper through inventory of such employees. Conversely proportional is low energy food that has a depleting effect on overall personality. Explaining the medical aspect of non-vegetarian food, one needs to understand that when an animal is about to be killed, like humans, its body also gets inundated with several stress hormones. These hormones get into human body with ingestion. Thus, human body becomes flooded with adrenaline and other fight chemicals. Stress hormones carrying blood is the root cause of enhanced level of anger, restlessness and anxious mind because such hormones have detected danger to the life/ existence. This is quite obvious and comprehensible. This is undesirable for any individual and organization.

One of the ace tennis players, namely, Novak Djokowich from Serbia, who won three grand slam titles with a track record of 46 wins and just 6 losses between January, 2011 to December, 2011 has attributed this feat to amazing levels of energy due to subtle changes in the dietary habits that have made him almost invincible. He has said that healthy intake has given him a lot of positive energy to fight it out with the opponents in the tennis court. His latest win in Australian Open Championship in January, 2012 strongly supports his viewpoint.

VI. SPOUSE SUPPORT LEVEL

Employees at work place put on display their behavior which is directly proportional to the level of comfort they share with spouses. At times, it is diverse value system that becomes dominant to create disharmony with spouse. A tense and anger filled mind with negative chemicals flowing freely with body system depletes the ability to think rationally and behave and act as desirable by the organization. Thus, there is no surprise that the efficiency of the employee plummets, and the systems gets affected adversely. In

contrast to this, a caring and understanding spouse who always encourages the partner to perform well, manages to create an electrifying atmosphere to demonstrate good demeanor and high productivity at work place. Any discord with spouse paves way to curbing each other's personality with exchange of harsh words and it extends over work place with disappearance of rational behavior.

VII. EXPECTATIONS

In one of the famous Hindu mythologies, it is being said very clearly that don't expect the fruits of your work and keep on doing your work. We are responsible for efforts, not the outcome. The human relationships and self-ego are the genesis of expectations. And expectations breed various facets of human behavior at work place. So long as expectations are met with deadlines, people are happy and enthusiastic at work places. If the tangents of expectations do not coincide with actuality, a pall of gloom spreads over and negative chemicals start flowing with blood stream. The outcome: expertise goes on a sabbatical and mediocrity at work place instantly fills in.

Let us understand one aspect of human life that expectations are embedded in to human life and absolutely inseparable. But, through meditation and Yoga, we may bring them down to a reasonable level, where non-fulfillment of expectations won't affect us badly at work place. Napoleon Hill has said, if you do not conquer self, you will be conquered by self.

VIII. HEALTH

The mental and physical health of an employee has a direct relationship with the output at work place. It is true that happiness lies, first of all, in health. A person with sound health can throw a lot of positive energy, zeal and enjoyment with profound intensity in the work, as compared to a weak and sick person. A strong body can pick up extra physical and mental load without affecting the quality of work. Most of the CEOs of big MNCs give utmost importance to their physical fitness so that they may put in more number of hours in the offices without affecting the quality of judgment and decisions on various issues. A physically weak professional can not deliver the goods and ever be a carrier of perspicacity and sagaciousness – two major parameters to be successful in the organizations. Nowadays, dietician's role has come under limelight and the emphasis is on calorie restrictive diet to avoid intake of fat, which will mitigate work capacity due to lethargy. The new slogan is "eat healthy, stay healthy and work healthy."

IX. FOCUS

Stress reigns when we focus on wrong things or unimportant things. Our efforts and outcomes in life can be explained with the help of two circles, a big circle and a smaller circle within it. The bigger one is the Circle of Concern and the smaller, the circle of influence. Circle of Concern has issues of life that are beyond our control or reach

most of the times. Circle of Influence comprises situations and outcomes that can affect our behavior and attitude. However, when challenges or tasks are too demanding, usually a large number of people shift their focus on situations where they can't exercise their control and get drawn into the morass of blame game. This widens pessimism. This magnifies problems and truncates the Circle of Influence.

To maintain balance in life, it is very essential to constantly calibrate oneself to refine thoughts and behavior and shift the focus of equilibrium where success is assured. There must be a conscious effort to expand the Circle of Influence through focus on the things one can impact and work upon. The present times have put enormous pressure on managers and they have to learn as to how to increase the circumference of their Circle of Influence to reduce the size of Circle of Concern and focus on right things and right activities that are productive.

X. CONCLUSION

The human behavior at work place is a function of multifarious factors that are virtually out of sight and out of reach for the organizations. Apart from internal environment of the organization, other external factors exert tremendous influence on employees to shape up or govern their response and behavior to certain situations. An open analytical mind gets immune to stressful situations and always does correct evaluation of the situation and moves in the right direction. It is for employees to keep "outside the organization" factors under check and not to let them exert control on their activities at work place. This requires subtle changes in the attitude and a strong desire to acquire wisdom to handle tough situations tactfully in future.

REFERENCES

- [1] A. Landale "Gower Handbook of Training and Development. Gower Publishing, Ltd," ISBN 0566081229, 1999.
- [2] D. Arthur, "Training and Development", Managing Human Resources in Small & Mid-Sized Companies, AMACOM Div American Mgmt Assn," ISBN 0814473113, 1995.
- [3] S. A. Smith and R. A. Mazin, "Training and Development," The HR Answer Book. AMACOM Div American Mgmt Assn. ISBN 0814472230, 2004.
- [4] R. Harrison, "Learning and Development," CIPD Publishing, ISBN 1843980509, pp.5, 2005.
- [5] P. J. Montana and B. H. Charnov, "Training and Development," Management. Barron's Educational Series, ISBN 0764112767, pp. 225, 2000.
- [6] T. N. Garavan, P. Costine, and N. Heraty, "Training and Development: Concepts, Attitudes, and Issues," Training and Development in Ireland. Cengage Learning EMEA, ISBN 1872853927, pp.1, 1995.
- [7] D. Torrington, L. Hall, and S. Taylor, Human Resource Management. Pearson Education, 'ISBN 0273687131', 2004, pp. 363,
- [8] J. Hoover, "How to Work for an Idiot: Survive and Thrive Without Killing Your Boss," Career Press, ISBN 1564147045/ISBN 978-1564147042'.
- [9] B. Aubrey, "Managing Your Aspirations: Developing Personal Enterprise in the Global Workplace," McGraw-Hill 'ISBN 978-007-131178-6', 2010, pp. 9.

- [10] V. Søren, J. Merrick, N. J. Andersen, "Quality of Life Theory III. Maslow Revisited," *The Scientific World Journal (Finland: Corpus Alienum Oy)*, vol. 3, pp. 1050–1057, 2003.
- [11] D. Seligman, "Explicitly identifies the goals of positive psychology with Aristotle's idea of the 'Good Life' and eudaimonia in Seligman," Martin E. P. *Authentic Happiness: Using the New Positive Psychology to Realize your Potential for Lasting Fulfillment.* New York: Free Press. 'ISBN 0-7432-2297-0', 2002.
- [12] D. Levinson, "Seasons of a Man's Life," Ballantine Press, pp. 91-92, 1978.
- [13] M. Seligman, "Building Human Strength: Psychology's Forgotten Mission," vol. 29, no.1, Jan 1998.
- [14] A. Maslow, "A Theory of Human Motivation," *Psychological Review*, pp 838, 1943.
- [15] A. H. Maslow, "Higher motivation and the new psychology," In E. Hoffman (Ed.), *Future visions: The unpublished papers of Abraham Maslow.* Thousands Oaks, CA: Sage, pp. 89, 1996.
- [16] G. Sumantra and A. B. Christopher, "The Individualized Corporation: A Fundamentally New Approach to Management," Harper Collins, pp. 286, 1997.
- [17] S. A. Hewlett, "Off-Ramps and On-Ramps," Harvard Business School Press. This book shows how women have started to change the traditional career path and how companies adapt to career/lifestyle issues for men as well as for women, 2007.
- [18] H. Ibarra, "Working identity: unconventional strategies for reinventing your career Boston, Mass.: Harvard Business School Press, Ibarra discusses career-change based on a process moving from possible selves to "anchoring" a new professional identity," ISBN 1578517788, pp.199, 2003.
- [19] J. M. Artz, "Computers and the quality of life," ACM SIGCAS Computers and Society (New York: ACM), ISSN 0095-273, pp.17-19, Sept. 1995.
- [20] J. J. Zajas, "Planning Your Total Career and Life Portfolio: Part II: A Group Process Experience for Developing Personal and Career Focus - A Case Study," *Executive Development (MCB UP Ltd)*, vol.4, pp. 24–28, 1994.
- [21] G. Hu, "Potential Cultural Resistance to Pedagogical Imports: The Case of Communicative Language Teaching in China," *Language, culture and curriculum 15*, vol. 2, pp. 93–105, 2002.
- [22] R. Matthews, "Intelligent strategy," Kingston upon Thames: Kingston Business School, Archived from the original on September 24, 2006, pp.2
- [23] D. Corral, Conrado, J. A. Pérez-Turpin, A. M. Vidal, C. M. Padorno, J. M. Patiño, A. G. Molina, "Principles of the Olympic movement," *Journal of Human Sport and Exercise 5*, vol. 1 pp.3–14, January, 2010.

Sanjeev Kumar Mathur received Gold Medal in B.Sc (Science Maths) from Maharaja's College, University of Rajasthan, Jaipur, Rajasthan in the year 1982 and completed M.Sc. (Chemistry) from Department of Chemistry, University of Rajasthan, Jaipur, Rajasthan in 1984. He passed out MBA (Marketing Management) in 1990 from R A Podar Institute of Management, University of Rajasthan, Jaipur, Rajasthan. He has served pharmaceutical industry for more than two decades at various responsible positions and successfully trained hundreds of pharmaceutical professionals up to ZSM level Pan India. Presently, he is associated with an RTU affiliated college and serving as Professor & HOD – MBA Department. He is a Soft Skills Trainer too and imparts training to PG students of University of Rajasthan under the aegis of UGC.

Sunil Kumar Gupta got his B.E. in Electrical Engineering from University of Rajasthan, Jaipur, India in 2003 and M.E. in Power Electronics Machine Design and Drives from Maharshi Dayanand University *Rohtak*, India in 2006. Presently, he is a research scholar in Department of Electrical Engineering, Malaviya National Institute of Technology Jaipur (India). He is an Associate Professor & HOD in Department of Electrical Engineering with Sobhasaria Engineering College, Sikar, Rajasthan, India. He is having more than eight years of teaching, research and industrial experience. His research interests include power electronics, power system, electrical machines, drive and non-conventional energy sources.