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The Model and Importance of Organizational Behaviour in Modern Organizations

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ABSTRACT
Organizational Behaviour is a critical field of study that examines how individuals, groups, and structures influence behaviour within organizations, with the aim of improving organizational effectiveness and employee well-being. This study explores the conceptual foundations of Organizational Behaviour, its scope, and its relevance to modern management practices. It highlights how understanding human behaviour in organizational settings contributes to improved leadership, communication, motivation, teamwork, and overall productivity. The study adopts a library-based approach, relying on existing textbooks, journal articles, and scholarly publications to critically analyze key theories and concepts in Organizational Behaviour. It discusses individual behaviour factors such as personality, perception, motivation, attitudes, and job satisfaction, as well as group dynamics including leadership, communication, power relations, and conflict management. The paper further examines organizational systems such as structure, culture, change management, and decision-making processes that shape

employee behaviour and organizational performance. Findings from the literature indicate that effective management of organizational behaviour enhances employee commitment, reduces workplace conflict, and promotes a positive organizational culture. The study also reveals that organizations that understand behavioural dynamics are better positioned to adapt to change and achieve sustainable competitive advantage in a dynamic business environment. In conclusion, Organizational Behaviour is essential for effective management and organizational success, particularly in today's complex and globalized work environment.

Keywords: Organizational Behaviour, Motivation, Leadership, Organizational Culture, Group Dynamics, Communication, Conflict Management, Job Satisfaction, Organizational Structure, Change Management.

INTRODUCTION

Organizational Behaviour (OB) is an essential field of management that studies how individuals, groups, and structures influence behaviour within an organization. It emerged as a response to the need for better understanding of human behaviour in workplace settings in order to improve productivity, efficiency, and employee satisfaction. In modern organizations, success is no longer determined solely by technical efficiency but also by how well human resources are managed and motivated (Stephen P. Robbins & Timothy A. Judge, 2019).

Organizational Behaviour refers to the systematic study of human behaviour in organizational settings, the interface between human behaviour and the organization, and the organization itself. It seeks to understand how individuals and groups behave within organizations and how this behaviour affects organizational performance (Stephen P. Robbins & Timothy A. Judge, 2019).

The concept of OB is based on the idea that employees are not merely economic resources but complex individuals with emotions, values, attitudes, and expectations. Therefore, organizational success depends largely on how well management understands and influences employee behaviour. Organizational Behaviour is both descriptive and prescriptive. It describes how people behave in organizations and provides practical insights into how managers can improve effectiveness through better human relations, leadership, and communication strategies (John W. Newstrom, 2015).

The study of Organizational Behaviour draws from disciplines such as psychology, sociology, anthropology, and management science. These interdisciplinary foundations help explain how employees think, feel, and act within organizational systems. According to Fred Luthans (2011), OB focuses on understanding, predicting, and managing human behaviour in organizations to improve overall effectiveness.

In today's globalized and competitive environment, organizations face challenges such as workforce diversity, technological change, and evolving employee expectations. As a result, understanding organizational behaviour has become critical for effective leadership, communication, motivation, and change management. Thus, OB is a critical management tool that helps organizations achieves goals through effective management of human behaviour.

Statement of the Problem

Despite rapid changes in technology, workforce diversity, and global competition, many modern organisations still struggle with issues like low employee engagement, poor communication, high turnover, and resistance to change. While organisational behaviour (OB) provides frameworks for understanding how individuals, groups, and structures influence performance, its concepts are often poorly applied or misunderstood by leaders.

The core problem is that without a clear grasp of OB principles, organisations risk making decisions that undermine employee motivation, team effectiveness, and overall organisational performance. There is a need to examine how the concept of organisational behaviour can be better understood and applied to address these challenges and enhance organisational success in today's complex business environment.

Aim and Objectives of the Study

The main objective of this study is to examine the concept and importance of Organizational Behaviour in modern organizations. The specific objectives include:

1. Examine the nature and scope of organizational behaviour

2. Explore the influence of individual behaviour in organizations
3. Investigate the impact of group and team behaviour in organizations.
4. Assess the influence of organizational system and structure on people working in an organization.

Research Questions

The study answered the following research questions:

1. What is the nature and scope of organizational behaviour?
2. How does individual behaviour influence organizations?
3. What is the impact of group and team behaviour in organizations?
4. How does organizational system and structure influence people working in organizations?

Significance of the Study

This study is significant because it provides a deeper understanding of human behaviour in organizational settings, which is essential for effective management.

1. It helps managers and leaders understand how to motivate employees, improve communication, and manage workplace relationships effectively (Stephen P. Robbins & Timothy A. Judge, 2019).
2. The study is also valuable to students and researchers in management and social sciences as it provides a strong theoretical foundation for further academic inquiry. It contributes to knowledge by integrating key concepts of Organizational Behaviour into a structured academic discussion.
3. Furthermore, organizations can benefit from the insights provided in this study by applying behavioural principles to improve productivity, reduce conflict, and enhance employee satisfaction. In developing economies such as Nigeria, understanding Organizational Behaviour is particularly important for improving organizational efficiency and addressing workplace challenges.

Scope and Limitations of the Study

This study focuses on the conceptual and theoretical analysis of Organizational Behaviour in modern organizations. It covers key areas such as individual behaviour, motivation, perception, attitudes, group dynamics, leadership, communication, organizational culture, and organizational change.

The study also explores how behavioural principles are applied in managing employees and improving organizational performance.

However, it is limited to a literature-based approach and does not involve empirical data collection or field survey.

Literature Review

Conceptual and Theoretical Framework

Concept of Organizational Behaviour

Organizational Behaviour (OB) refers to the systematic study of how individuals and groups behave within an organization and how such behaviour influences organizational effectiveness. It examines human behaviour in work environments and provides insights into improving productivity, motivation, and job satisfaction. According to Stephen P. Robbins and Timothy A. Judge (2019), Organizational Behaviour is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations.

OB is concerned with understanding employee actions, predicting behaviour, and influencing behaviour to achieve organizational goals. It recognizes that organizations are made up of people whose attitudes, perceptions, and motivations directly affect performance outcomes.

Theoretical Framework

Theoretical foundations of Organizational Behaviour are rooted in several major theories that explain human behaviour in organizations.

- One of the earliest is Classical Management Theory, which emphasizes efficiency, structure, and formal organizational design as proposed by thinkers such as Henri Fayol and Frederick Taylor.
- The Human Relations Theory, developed through the Hawthorne Studies, shifted attention to social and psychological needs of workers, emphasizing motivation, morale, and interpersonal

relationships. This approach highlighted that employees are motivated by more than just financial rewards.

- The Behavioural Science Approach integrates psychology and sociology to understand employee behaviour more deeply. It focuses on motivation theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory, which explain how needs influence performance.
- Modern OB also incorporates Contingency Theory, which suggests that there is no single best way to manage people; instead, management practices should depend on situational factors.

These theories collectively form the foundation for understanding human behaviour in organizations.

Nature and Scope of Organizational Behaviour

The nature of Organizational Behaviour is interdisciplinary, drawing knowledge from psychology, sociology, anthropology, and management sciences. This broad foundation allows OB to explain complex human behaviour in organizational settings. According to Fred Luthans (2011), OB focuses on understanding, predicting, and controlling human behaviour to improve organizational effectiveness.

The scope of OB covers three major areas: individual behaviour, group behaviour, and organizational systems. Individual behaviour includes personality, perception, motivation, attitudes, and learning. Group behaviour focuses on leadership, communication, teamwork, and conflict management. Organizational systems involve structure, culture, change, and decision-making processes.

OB is both a descriptive and normative discipline. It describes how people behave in organizations and provides guidelines for improving managerial effectiveness and employee performance.

Importance of Organizational Behaviour in Management

Organizational Behaviour is highly important in management because it helps managers understand human behaviour and apply this knowledge to improve organizational performance. It enhances leadership effectiveness, communication, motivation, and employee satisfaction. According to Stephen P. Robbins and Timothy A. Judge (2019), OB provides managers with tools to explain and predict employee behaviour, which is essential for effective management.

OB also helps organizations manage diversity, reduce workplace conflicts, and improve decision-making processes. It enables managers to design better work environments that encourage productivity and innovation. Furthermore, understanding OB helps organizations adapt to change and maintain competitiveness in dynamic business environments.

In essence, OB improves both employee well-being and organizational efficiency.

Levels of Organizational Behaviour Analysis (Individual, Group, Organizational)

Organizational Behaviour is analyzed at three main levels: individual, group, and organizational levels.

- At the individual level, OB focuses on personal characteristics such as personality, perception, attitudes, motivation, and learning. These factors influence how employees behave and perform in the workplace.
- At the group level, OB examines how individuals interact within teams and how group dynamics influence performance. This includes leadership, communication, teamwork, power relations, and conflict management. According to Stephen P. Robbins (2019), group behaviour significantly affects organizational effectiveness due to the interdependence of tasks.
- At the organizational level, OB focuses on broader issues such as organizational structure, culture, change management, and organizational development. These factors shape overall workplace behaviour and influence how employees respond to management decisions.

Together, these three levels provide a comprehensive understanding of behaviour in organizations.

Evolution of Organizational Behaviour Thought

The evolution of Organizational Behaviour reflects changes in management thinking over time. Early approaches focused on efficiency and structure under the Classical School of Thought, where organizations were viewed as machines and employees as tools for production.

This was followed by the Human Relations Movement, which emerged in the 1930s as a response to the limitations of classical theory. The Hawthorne Studies demonstrated the importance of social factors and employee morale in productivity.

In the mid-20th century, the Behavioural Science Era expanded OB by incorporating theories from psychology and sociology to better understand motivation, leadership, and group behaviour. Scholars such as Douglas McGregor introduced Theory X and Theory Y, which explained different managerial assumptions about workers.

Modern Organizational Behaviour now emphasizes systems thinking, contingency approaches, diversity management, globalization, and technological influence. Contemporary OB recognizes that organizations are complex systems influenced by both internal and external environmental factors.

Thus, OB has evolved from a mechanistic perspective to a more human-centered and dynamic field of study that focuses on improving both organizational effectiveness and employee well-being.

Individual Behaviour in Organizations

Personality and Individual Differences

Personality refers to the relatively stable set of psychological traits and behavioural patterns that influence how an individual reacts to situations and interacts with others in the workplace. It plays a significant role in shaping employee performance, communication style, decision-making, and adaptability. According to Stephen P. Robbins and Timothy A. Judge (2019), personality is a dynamic concept that reflects consistent patterns in how individuals think, feel, and behave.

Individual differences in organizations arise from variations in personality, values, abilities, and attitudes. These differences influence how employees respond to leadership styles, organizational policies, and work environments. Traits such as extroversion, conscientiousness, openness to experience, agreeableness, and emotional stability (commonly known as the Big Five personality traits) are widely used to predict workplace behaviour and performance.

Understanding personality differences helps managers assign roles effectively, improve teamwork, and reduce workplace conflict.

Perception and Attribution in the Workplace

Perception is the process through which individuals interpret and make sense of their environment. In organizational settings, perception influences how employees view tasks, colleagues, leadership, and organizational policies. According to Fred Luthans (2011), perception is a cognitive process that filters and organizes information to create meaningful interpretations of reality.

Attribution refers to how individuals explain the causes of behaviour, whether internal (personal traits) or external (situational factors). Attribution theory helps explain why managers may interpret employee performance differently based on perceived causes.

Perceptual errors such as stereotyping, halo effect, and selective perception can negatively influence decision-making. Therefore, managers must strive for objectivity and fairness in evaluating employee behaviour.

Motivation Theories (Content and Process Theories)

Motivation refers to the internal and external forces that stimulate individuals to act in a particular way toward achieving organizational goals. Motivation theories are broadly categorized into content theories and process theories.

Content theories focus on identifying the needs that motivate individuals. For example, Maslow's Hierarchy of Needs explains motivation through a five-level need structure ranging from physiological needs to self-actualization. Herzberg's Two-Factor Theory distinguishes between hygiene factors (which prevent dissatisfaction) and motivators (which enhance satisfaction). According to Frederick Herzberg (1966), job satisfaction and dissatisfaction arise from different sets of factors.

Process theories focus on how motivation occurs. Expectancy Theory by Victor Vroom (1964) suggests that individuals are motivated when they believe that effort leads to performance and performance leads to rewards. Equity Theory by J. Stacy Adams emphasizes fairness in reward distribution as a key motivational factor.

Together, these theories help managers design effective reward systems that enhance employee performance.

Attitudes and Job Satisfaction

Attitudes are evaluative statements or feelings about objects, people, or events in the workplace. They consist of cognitive, affective, and behavioural components. According to Stephen P. Robbins and Timothy A. Judge (2019), job attitudes significantly influence employee behaviour and performance outcomes.

Job satisfaction refers to the positive emotional state resulting from the evaluation of one's job or job experiences. It is influenced by factors such as pay, work conditions, supervision, promotion opportunities, and interpersonal relationships.

High levels of job satisfaction are associated with increased productivity, organizational commitment, and reduced turnover. Conversely, negative attitudes may lead to absenteeism, low performance, and workplace conflict. Therefore, managers must create supportive work environments that foster positive employee attitudes.

Learning and Behaviour Modification

Learning refers to any relatively permanent change in behaviour that occurs as a result of experience. In organizations, learning plays a crucial role in skill development, performance improvement, and adaptation to change. According to B. F. Skinner (1953), behaviour is shaped by its consequences through reinforcement.

Behaviour modification involves the use of reinforcement strategies to encourage desirable behaviours and discourage undesirable ones. Positive reinforcement (rewards) strengthens behaviour, while negative reinforcement removes unpleasant conditions to encourage desired behaviour.

Organizational learning is also enhanced through training, mentoring, coaching, and experience-based development programmes. Continuous learning helps employees adapt to technological changes and evolving job demands.

Emotional Intelligence in Organizations

Emotional intelligence (EI) refers to the ability to recognize, understand, manage, and influence one's own emotions and the emotions of others. It plays a critical role in leadership effectiveness, teamwork, and conflict resolution. According to Daniel Goleman (1995), emotional intelligence includes self-awareness, self-regulation, motivation, empathy, and social skills.

In organizational settings, emotionally intelligent employees are better able to manage stress, communicate effectively, and build strong interpersonal relationships. Leaders with high emotional intelligence are more effective in motivating employees and creating a positive organizational culture.

Emotional intelligence also enhances decision-making by reducing emotional bias and improving interpersonal understanding. As organizations become more diverse and complex, EI has become an essential competency for managerial success.

Group and Team Behaviour in Organizations

Concept of Groups and Teams

Groups and teams are fundamental components of organizational life because most work in modern organizations is carried out collectively rather than individually. A group is defined as two or more individuals who interact and are interdependent in achieving common objectives. A team, however, is a specialized form of group in which members possess complementary skills and are committed to a shared purpose and performance goals. According to Stephen P. Robbins and Timothy A. Judge (2019), teams are groups whose individual efforts result in performance that is greater than the sum of individual contributions.

Teams enhance organizational effectiveness by promoting collaboration, creativity, and problem-solving. Unlike traditional groups, teams emphasize collective responsibility and synergy, which leads to improved productivity and innovation.

Group Formation and Development

Group formation refers to the process through which individuals come together to form a group within an organization. Groups may be formal (created by management for specific tasks) or informal (emerging naturally from social interactions). According to Bruce Tuckman (1965), groups typically develop through five stages: forming, storming, norming, performing, and adjourning.

In the forming stage, members get acquainted and establish initial relationships. The storming stage involves conflict as individuals express differing opinions. During norming, group norms and cohesion develop. The performing stage is characterized by effective task completion, while the adjourning stage marks the dissolution of the group after achieving its goals.

Understanding these stages helps managers guide teams effectively through developmental challenges.

Group Dynamics and Cohesion

Group dynamics refers to the patterns of interaction, influence, and relationships that develop within a group. It explains how group members behave, communicate, and influence each other in pursuit of shared objectives.

According to Kurt Lewin (1940), group behaviour is shaped by the interaction of individuals within their environment, often expressed as B = f(P, E), meaning behaviour is a function of the person and environment.

Group cohesion refers to the degree to which members are attracted to and motivated to remain part of a group. High cohesion improves communication, cooperation, and performance, while low cohesion can lead to conflict and inefficiency.

Managers can enhance cohesion by encouraging participation, setting clear goals, and fostering trust among members.

Leadership in Organizations

Leadership is the process of influencing individuals or groups to achieve organizational goals. It is a critical element of group behaviour because effective leadership determines the direction, motivation, and performance of employees. According to John C. Maxwell (2007), leadership is influence, nothing more and nothing less.

Leadership theories include trait theory, behavioural theory, and contingency theory. Trait theory focuses on personal characteristics of leaders, behavioural theory emphasizes leadership styles, and contingency theory suggests that effective leadership depends on situational factors.

Effective leaders motivate employees, resolve conflicts, and create a vision that aligns individual goals with organizational objectives.

Communication in Organizations

Communication is the process of transmitting information, ideas, and feelings between individuals within an organization. It is essential for coordination, decision-making, and organizational effectiveness. According to Stephen P. Robbins and Timothy A. Judge (2019), communication is the transfer and understanding of meaning.

Communication can be formal or informal and may flow downward, upward, or laterally within the organization. Effective communication reduces misunderstandings, improves teamwork, and enhances productivity.

Barriers to communication include noise, language differences, perception gaps, and organizational hierarchy. Managers must ensure clarity, feedback, and openness in communication systems.

Conflict Management and Resolution

Conflict refers to a process in which one party perceives that its interests are being opposed or negatively affected by another party. Conflict is inevitable in organizations due to differences in goals, values, and perceptions. According to Thomas K. Thomas (1976), conflict can be managed through different styles such as avoidance, accommodation, competition, compromise, and collaboration.

Constructive conflict can lead to innovation and improved decision-making, while destructive conflict can reduce productivity and morale. Therefore, effective conflict management is essential for maintaining organizational harmony.

Managers must identify sources of conflict and apply appropriate resolution strategies such as negotiation, mediation, and problem-solving.

Power and Politics in Organizations

Power refers to the ability of an individual or group to influence the behaviour of others, while organizational politics involves activities undertaken to acquire, develop, and use power to achieve desired outcomes. According to French and Raven (1959), power is derived from five bases: legitimate, reward, coercive, expert, and referent power.

Organizational politics can be both positive and negative. Positive politics can facilitate decision-making and resource allocation, while negative politics can lead to manipulation, favoritism, and reduced trust among employees.

Effective managers must understand power structures and political behaviour in order to navigate organizational dynamics successfully. Ethical use of power enhances leadership effectiveness and organizational stability.

Organizational Systems and Structure

Organizational Structure and Design

Organizational structure refers to the formal system of task and authority relationships that control how people coordinate their actions and use resources to achieve organizational goals. It determines how roles,

responsibilities, and communication flow within an organization. According to Stephen P. Robbins and Timothy A. Judge (2019), organizational structure defines how job tasks are formally divided, grouped, and coordinated.

Organizational design involves choosing the appropriate structure that aligns with an organization's strategy and environment. Common structures include functional, divisional, matrix, and network structures. Each structure has advantages and limitations depending on the size, complexity, and goals of the organization. Effective organizational design improves efficiency, communication, and decision-making processes.

Organizational Culture

Organizational culture refers to the shared values, beliefs, norms, and assumptions that guide behaviour within an organization. It represents "how things are done" and significantly influences employee behaviour and organizational performance. According to Edgar Schein (2010), organizational culture exists at three levels: artifacts, espoused values, and underlying assumptions.

Strong organizational culture enhances employee commitment, improves coordination, and supports goal alignment. It also shapes how employees interact with one another and respond to change. A positive culture promotes innovation, teamwork, and job satisfaction, while a weak culture may lead to confusion and low morale.

Organizational Change and Development

Organizational change refers to the process of modifying organizational structures, processes, or behaviours to adapt to internal or external pressures. Organizational development (OD) is a planned, systematic effort to improve organizational effectiveness through behavioural science knowledge. According to Kurt Lewin (1947), change occurs in three stages: unfreezing, changing, and refreezing.

Change is necessary for organizations to remain competitive in dynamic environments characterized by technological advancement, globalization, and shifting customer expectations. However, change often faces resistance due to uncertainty, fear of loss, and organizational inertia.

Effective change management requires communication, employee involvement, leadership support, and continuous training.

Organizational Climate

Organizational climate refers to employees' shared perceptions of their work environment, including policies, practices, and procedures. It reflects how employees feel about their organization at a given time. According to John W. Newstrom (2015), organizational climate influences employee motivation, satisfaction, and performance.

A positive organizational climate promotes trust, collaboration, and commitment, while a negative climate leads to dissatisfaction, absenteeism, and turnover. Climate is influenced by leadership style, communication patterns, reward systems, and management practices.

Managers can improve organizational climate by fostering transparency, fairness, and employee participation in decision-making.

Decision-Making in Organizations

Decision-making is the process of selecting the best course of action from available alternatives to achieve organizational goals. It is a central activity in management and influences all aspects of organizational behaviour. According to Herbert A. Simon (1957), decision-making involves three stages: intelligence, design, and choice.

Organizational decisions can be programmed (routine and structured) or non-programmed (unique and unstructured). Effective decision-making depends on accurate information, logical analysis, and managerial judgment.

Group decision-making is also common in organizations and can improve the quality of decisions through diverse perspectives, although it may also lead to groupthink if not properly managed.

Stress Management at Work

Workplace stress refers to the physical and psychological response of employees when job demands exceed their capacity to cope. Stress can be caused by workload, role ambiguity, poor working conditions, and organizational change. According to Hans Selye (1956), stress is the non-specific response of the body to any demand placed upon it.

Moderate stress can enhance performance by increasing alertness and motivation, but excessive stress leads to burnout, absenteeism, and reduced productivity. Organizations must therefore implement stress management strategies such as workload balancing, employee counseling, job redesign, and wellness programmes.

Effective stress management improves employee well-being, enhances job satisfaction, and contributes to overall organizational effectiveness.

Summary of the Findings

This paper examined the concept and application of Organizational Behaviour in modern organizations. It provided a comprehensive analysis of how individuals, groups, and organizational systems influence behaviour within the workplace.

1. It established that Organizational Behaviour is an interdisciplinary field that draws from psychology, sociology, and management to explain human behaviour in organizational settings (Stephen P. Robbins & Timothy A. Judge, 2019).
2. The study further examined individual behaviour in organizations, focusing on personality, perception, motivation, attitudes, job satisfaction, learning, and emotional intelligence. The study found out that understanding individual differences is essential for improving employee performance and workplace harmony.
3. In addition, the paper analyzed group and team behaviour, including group formation, group dynamics, leadership, communication, conflict management, and organizational politics. It highlighted that effective teamwork and leadership are crucial for achieving organizational goals.
4. The study also explored organizational systems and structure, including organizational design, culture, change management, decision-making, and stress management. It found out that organizational effectiveness depends largely on how well these systems are managed and aligned with human behaviour in the workplace.
5. Overall, the study established that Organizational Behaviour is essential for improving productivity, enhancing employee satisfaction, and ensuring organizational effectiveness in a dynamic business environment.

CONCLUSION

Based on the findings of this study, it is concluded that Organizational Behaviour plays a critical role in the success of modern organizations. It provides managers with the necessary tools to understand, predict, and influence human behaviour in the workplace. Effective application of Organizational Behaviour principles leads to improved communication, stronger leadership, better teamwork, and higher employee motivation.

The study also concludes that organizations that properly manage individual differences, group dynamics, and organizational systems are more likely to achieve competitive advantage and long-term sustainability. Furthermore, the increasing complexity of modern organizations requires managers to adopt flexible and human-centered approaches to leadership and decision-making (Fred Luthans, 2011).

In addition, the study shows that factors such as organizational culture, structure, and climate significantly influence employee behaviour and performance. Therefore, understanding these factors is essential for effective management practice.

RECOMMENDATIONS

Based on the discussions and conclusions of this study, the following recommendations are made:

1. Organizations should prioritize employee development and motivation by implementing effective reward systems, training programmes, and career development opportunities to enhance productivity (Stephen P. Robbins & Timothy A. Judge, 2019).
2. Managers should improve communication systems within organizations to ensure clarity, reduce misunderstandings, and enhance teamwork.
3. Organizations should foster a positive organizational culture that promotes trust, collaboration, and ethical behaviour among employees.
4. Effective leadership styles should be adopted to motivate employees and guide them toward achieving organizational goals.
5. Stress management programmes should be implemented to reduce burnout and improve employee well-being in the workplace.

6. Organizations should embrace change management practices that involve employees in decision-making processes to reduce resistance to change.
7. Continuous training and development in Organizational Behaviour should be encouraged for managers and employees to improve understanding of workplace behaviour and enhance organizational effectiveness.

In conclusion, effective application of Organizational Behaviour principles will significantly improve organizational performance, employee satisfaction, and long-term sustainability in today's competitive environment.

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