

ORGANIZATIONAL HARMONY – A REVIEW

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Abstract

Organizational Harmony helps an organization develop in many ways. Improvements include easier task management, faster plan implementation to problems, and increased organizational stability. Improved relationships, conflict resolution, and family values and support can bring these out.

This review article examines organizational harmony with suitable citations for future analysis.

Keywords: Organizational Harmony, Organizational Culture, Organizational Climate, Job Satisfaction, Conflict Resolution, Relationships, Organizational Behaviour, Values.

Research methodology

Review of literature done using secondary data from eBooks, databases, journals and blogs.

Introduction

Organizational harmony refers to an organization's capacity to efficiently complete its work processes with the assistance of its personnel, minimizing any disruptions along the way, while simultaneously attaining the predetermined financial and nonfinancial objectives. Here, the workforce is fully informed of the entire process, including the portion that each team or individual is responsible for completing and the time allotment necessary to ensure that human misalignment causes minimal lack of orientation along the process line. This guarantees not only efficiency but also effectiveness, minimal error rates, strong workforce collaboration, and prompt adaptation of strategies in response to challenges encountered throughout the process. This level of efficacy facilitates the successful management of competition and adaptability to external factors.

Thus, organizational harmony focuses primarily on expeditious and appropriate decision making that resolves issues and conflicts in an effective and efficient manner.

Recent studies have placed a greater emphasis on investigating organizational harmony. Since ancient times, organizational harmony has been regarded as a critical element, particularly in family-owned business communities such as the Chettiars of South India and the Marwaris of North India.

Chinese organizations are currently devoting more resources to research concerning organizational harmony. As evidenced by the research records, factors such as the familial-based societal hierarchy that has existed since the time of Confucianism and may be an even earlier time, might have contributed to the higher degree of harmony discovered in relationships.

Reviews

Harmony is defined by Abdul Zahra (2020) as an extreme degree of reciprocity and mutual regard. Over time, a sense of belonging is fostered through the demonstration of deferential and reciprocal conduct.

At various levels of organizational structure, in both vertical and horizontal relationships, and most significantly, in the connection between organizational strategy and actions, organizational harmony is achieved. (focushrcare.com)

Harmony is the result of high-quality relationships (Corbin, 2017). Regarding the impact on organizational harmony, the calibre of relationships holds paramount significance. Formal and informal communication, along with the expression of opinions and gratitude when appropriate, contribute to the enhancement of relationship quality and, consequently, organizational harmony. According to Nkiinebari et al. (2014), organizational discord results in resistance and general disagreements, which may cause disturbances in the organization's direction. This may result in strategy failure, decreased efficiency, and a deterioration of trust among the organization's members. Consequently, harmony is vital for enhancing and balancing relationships within an organization. It prevents conflict and reduces instability with efficacy. By enhancing work productivity, performance, and equilibrium, it elevates job satisfaction (Bamson & Lebura, 2018). This demonstrates the necessity for an organization to enhance its harmony. Enhanced harmony, according to Puttapalli and Vuram (2012), results in increased collaboration and satisfaction, which in turn has a positive impact on the efficacy of the organization.

As previously alluded to, the heightened level of productivity can be attributed to the increased dedication and loyalty of personnel. This fosters a reciprocal impact on workplace harmony and trust. An increase in the degree of mutual trust and harmony corresponds to heightened levels of commitment, loyalty, and productivity. (A. R. Elangovan and J. L. Xie, 2000) Quantifiable indicators of organizational harmony include profitability, group cohesion, and longevity.

Dr. Ammar Zwain and Noorulhuda Nabih (2022) postulate that the establishment of self-harmony in the workplace through the ability to operate independently generates a favorable work atmosphere, inspires employees to perform, and ensures the timely completion of assigned tasks. Another aspect that is influenced by organizational harmony is autonomy in the workplace. Job autonomy can be defined as the manner in which an employee executes a task independently, requiring minimal oversight from higher-ups. A harmonious workplace provides autonomy, assurance, necessary guidance, and deliberation, enabling members of the organization to devise their own strategies, schedules, and methods for completing tasks. This significantly enhances the individual's motivation to accomplish the task with improved performance. Furthermore, this phenomenon enhances employee dedication and fosters the development of a favourable organizational climate (Zwain & Noorulhuda Nabih, 2022). Decentralizing an organization with the appropriate information, communication, and related technologies, according to Feng Li (1997), reduces the need for compromise and contributes to a win-win situation. The preceding statement provides evidence that job autonomy and appropriate decentralization contribute to the harmony of an organization.

Kong and Zhang (2023) provide empirical evidence supporting the notion that interpersonal concord influences employee vocal behaviour in a significant positive way. The aforementioned impact is influenced by the hedonic and eudaimonic well-being of the workforce.

According to Forehand and Gilmer (1964), differentiating an organization from its competitors is contingent upon the working climate, which should be consistent with the structure of the organization. In addition to trust, Wang and Juslin (2009) assert that amicable and cooperative relationships contribute to the development of organizational harmony. According to Erkan Taşkıran (2017), job satisfaction is enhanced as a result of organizational harmony, which is influenced by organizational culture. Organizational harmony is notably impacted by the climate and culture of an organization, particularly in multinational corporations where individuals of diverse cultural backgrounds interact. An organization-specific, robust work culture that is adaptable and cohesive facilitates enhancements in organizational harmony. An amicable and efficient work environment fosters the development of trust, which in turn enhances organizational harmony.

“Organizational harmony begins with the optimal number of managerial layers,” asserts Pablo. Additionally, in order to achieve behavioural adjustments, the level of work, which serves as the context of work, must be altered. A modification in the workload or the manner in which work is managed can therefore influence the conduct of individuals within the organization. (Blog on Management.org)

Harmony is a notion that originated in the teachings of Confucianism. M.Carmen Ruiz Jiménez et al. (2015) posit that self-improvement, familial stability, appropriate reciprocal behaviour, and societal stability are the four pillars of harmony.

According to Rokeach (1973), values can be classified into two categories: instrumental values and terminal values. Competence values and moral values are instrumental values. Personal and social values constitute terminal values. Each of these is essential when contemplating organizational harmony. As stated by Lawton (2007) and Trevor (1995). Hence, in the pursuit of enhancing organizational harmony, it is imperative to elevate moral values, competence values, personal values, and societal values. It signifies the enhancement of the inter and intrapersonal relationships of every individual as a whole.

Effective communication of the goals is a crucial prerequisite. Additionally “a high degree of participation, cohesion, and collaboration among individuals, as opposed to competitive behaviour” and “respect, support, trust, awareness of the welfare of others, and mutual respect” (Eddelston and Kellermanns (2007), Addendorf et al. (2008), Graves and Thomas (2008), Venter et (2009), Ho and Chan (2009), Wang and Juslin (2009), Waheed et al. (2010)). Increased levels of trust, according to Douglas and Zivnuska (2008), enhance employee relations. Dolan et al. (2004, 2006), Knoppen et al. (2006), and Raich and Dolan (2008) deduce the significance of emotional-developmental values, including freedom, pleasure, and trust, in addition to work climate, trust, and organizational participation. As previously mentioned, it is evident that an enhancement in regard and confidence also strengthens the support structure among individuals, both at the team and organizational levels. It fosters mutual understanding among individuals

regarding the well-being requirements of others and facilitates cooperative efforts. This enhances the sense of unity among members, leading to subsequent advancements in the organization's overall harmony.

As stated by Codewave, in situations where conflicts arise and have the potential to disrupt organizational harmony, the best course of action is to "honestly strive towards resolving the issue rather than fixating on proving themselves right or wrong"; in other words, conflict resolution was the way forward. This results in not only a harmonious environment, but also expedited project completion, an enhanced work culture, and the availability of time to allocate towards essential organizational improvements. Furthermore, when both parties establish trust, they "converge on the understanding that the resolution of the conflict ought to be mutually beneficial," which significantly streamlines the process of resolving conflicts. Therefore, the efficacy of conflict resolution significantly influences the enhancement of organizational harmony.

Akum and Abdullahi (2013) advocate for the principle of incorporating the interests of all stakeholders who are engaged in enhancing the organizational harmony as a whole. This requires the establishment of short-term objectives by the team, with the organization's long-term objectives, vision, and mission in mind. It is critical to consider the interests of all parties when resolving conflicts and devising innovative, rapid responses to abrupt changes. Adaptability and the capacity to make prompt decisions are additional elements that must be taken into account when attempting to enhance organizational harmony.

Limitation

A restricted quantity of reviews were gathered. Additional evaluations that provide support and augment the aforementioned information are possible.

Conclusion

This article endeavours to enumerate several critical elements that are necessary to enhance the harmony within an organization. The factors mentioned above are crucial and are the initial factors examined when the level of harmony within an organization declines. Numerous studies have emphasized the significance of these variables. During the process of gathering articles, it became evident that in numerous instances, the factors and outcomes of organizational harmony were reciprocal. Generally, enhancements to a single factor triggered a cascade of improvements in the remaining factors and organizational harmony. Likewise, an enhancement in organizational harmony was accompanied by improvements in each of its factors. The significance of counterbalancing any detrimental effects within the organization and preserving a positive organizational harmony is heightened by this reciprocal influence.

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