

COMPREHENSIVE INVESTIGATION ON ORGANIZATIONAL BEHAVIOR IN MARKETING RESEARCH

P. Padmanaaban

Department of Management studies, Rajalakshmi Engineering College (Autonomous), Chennai,
Tamil Nadu.

Ramya H P

Department of Management Studies, Dayananda Sagar College of Engineering, Bangalore,
Karnataka.

Tiny Tanushree Gohain

Department of Management, Brainware University, Kolkata, West Bengal.

Shibe Rimo

Department of Business Administration, Saveetha College of Liberal Arts and
Sciences, SIMATS, Thandalam, Chennai, Tamil Nadu.

V. Senthil Kumaran

Department of Business Administration, Saveetha College of Liberal Arts and
Sciences, SIMATS, Thandalam, Chennai, Tamil Nadu.

Celia. B.R

Department of Commerce(Corporate Secretaryship), Saveetha College of Liberal Arts and
Sciences, SIMATS, Thandalam, Chennai, Tamil Nadu.

Abstract

Individuals, and more generally, teams of people, are at the heart of organizational behavior. When there are multiple variables at play, the research gets more difficult. Organizational behavior is the study of how people in organizations are supposed to act toward one another and toward the organization's goals. Those in the fields of research, management, psychology, and social science need to know how an individual's credentials, up-to-date education, social context, and the influence of organizations and circumstances shape his or her behavior. This article examines the significance of organizational behavior, the opportunities and challenges it presents for businesses, the barriers it faces, and the solutions that may be implemented to overcome those obstacles.

Introduction

Organizational behavior does not rely on inferences based on intuition but rather on efforts to collect data about an issue in a controlled scientific setting. It takes in data, analyzes it, and draws conclusions about people's behavior so that it can be guided in the appropriate directions. There

has been a great deal of study on the topic of organizational behavior by psychologists, social scientists, and academics. It is consequently necessary for all employees to develop a good attitude towards work. They have to work in harmony with one another to achieve their goals. Some of the most crucial elements in making an organization run smoothly include the exercise of authority, the delegation of specific responsibilities to subordinates, the separation of duties, clear and effective communication, benchmarking, re-engineering, job redesign, and the empowerment of employees. It's not just factories that can benefit from this; service and nonprofit groups can as well. Studies and theories in organizational behavior have been informed by disciplines as diverse as psychology, anthropology, and political science. A leader's ability to communicate with his or her subordinates and keep them updated on company events is crucial. People foster the culture of the organization for their own profit. To influence human behavior and motivate different people to achieve higher levels of productivity, conflict and manipulation of power structures must be handled correctly. There is a significant role for power dynamics in a variety of organizational contexts.



Figure 1: Organizational behaviour

Organizational behavior within the realm of marketing research is a complex and dynamic field, examining the interplay of human behavior, leadership dynamics, team collaboration, and organizational culture in the context of marketing strategies. This literature review synthesizes key insights from foundational concepts to methodological approaches, aiming to provide a holistic understanding of how organizational behavior influences marketing outcomes. To grasp the intricacies of organizational behavior in marketing, foundational concepts laid out by Robbins and Judge (2018) serve as a cornerstone. Their work emphasizes the importance of understanding individual behavior, group dynamics, and organizational culture. From this foundation, research by Avolio and Yammarino (2018) underscores the critical role of leadership, particularly transformational leadership, in shaping organizational culture. Effective leaders inspire innovation and adaptability, fostering a positive environment that aligns with marketing objectives. A range of studies have explored the impact of various factors on organizational behavior in marketing research. Kong (2020) found that perceived internal marketing positively influences organizational

commitment and job performance, with the latter being mediated by the former. Bhandari (2019) proposed a decision model for marketers, highlighting the need to consider consumer behavioral patterns when designing search engine optimization (SEO) and social media marketing (SMM) strategies. Moorman (2016) emphasized the importance of marketing organization in achieving excellence, focusing on capabilities, configuration, culture, and human capital. Lastly, Alshurideh (2016) demonstrated the significant role of marketing ethics in maintaining long-term customer relationships, particularly through the application of honesty, autonomy, privacy, and transparency.

Organizational behaviour and Its Related Disciplines

Psychology

Psychology is an applied science that seeks to explain and predict human behavior in certain contexts. Numerous researches have provided psychologists with the data they need to successfully alter people's behaviors. It has influenced numerous fields of study, including theories of learning, motivation, personality, training and development, leadership, job satisfaction, performance appraisal, attitude, ego state, job design, stress at work, and conflict management. Learning about these theories can help one become more knowledgeable, open to new ideas, and optimistic about organizational structures. When hiring new staff, many businesses use a battery of personality and intelligence tests to narrow the field. Different aspects of people's personalities are evaluated as well. These are scientific tools that have been refined after years of study. Field of psychology continues to study new areas applicable to the field of organizational behavior. Organizational behavior has benefited from psychological research [1-6].

Sociology

The field of Sociology has made significant contributions to our understanding of group behavior, group dynamics, organizational roles, communication, norms, status, power, conflict resolution, formal organization theory, group processes, and group decision-making by studying the influence of culture. Organizational behavior benefits from the insights of political science. One of the most important things a country can do to encourage foreign investment, growth, and job creation is to maintain political stability. The expansion of a business is heavily influenced by laws and policies enacted by the government. Organizations of any kind must play by the current administration's rules.

According to the study of human behavior known as social psychology, working organizations are organized assemblies of people who are assigned certain occupations. It is a discipline where concept of psychology and sociology are blend to accomplish better human behavior in organization. The discipline has made important contributions to areas such as change management, collective decision-making, organizational communication, and the ability of employees to uphold social norms.

Anthropology

It's the study of how people interact with their environments in a wide variety of cultural and natural settings. It recognizes variations in behavior due to the contrasting value systems of other

nations. Globalization, mergers, and acquisitions across a wide range of industries have made the topic increasingly pertinent to modern organizational behavior. The arrival of the 21st century has made it such that people from many different backgrounds will have to work in the same field. Managers must interact with people of varying cultural backgrounds and use suitable cultural manipulation to exert sufficient control over them or even guide their behavior in the desired direction.

Business Consequences of Organizational Behavior

What they do on the job will be different from how they act in their personal lives. Organizational behavior can be influenced by a number of external and internal variables, such as the company's structure, policies and procedures, the efficiency of management, and the quality of interactions between coworkers.

Culture

When new employees join your team, the company's culture will have an impact on how they act. New hires will quickly learn to speak out and share their ideas if your corporate culture fosters an environment where employees feel safe voicing their opinions without fear of retaliation. On the other hand, if the message is to shoot the messenger, employees will quickly learn to keep their mouths shut. The culture of your organization can be shaped by setting and adhering to a clear vision and set of principles.



Figure 2: Organizational Behavior – A Multidisciplinary Approach

Motivation

Salary guarantees attendance, but according to studies of organizational behavior, employees need other incentives to give their all on the job. Motivating workers to put in their best effort requires that they believe their compensation is fair and appropriate. Managers can boost morale by setting attainable goals and providing feedback on progress. Those who are successful in accomplishing these objectives should be rewarded monetarily or otherwise acknowledged by their superiors.

Individual choices are influenced by organizational norms and practices. Companies with strong, effective communication mechanisms equip their managers and staff to make well-informed decisions by providing them with insight into the bigger picture. In order to stay in business, organizations of all sizes need to adapt to shifting consumer preferences, technological

developments, and market conditions. By studying organizational behavior, businesses may better manage transformation. The necessity of change should be presented honestly, with employees given the chance to ask questions. The management team needs to publicly support the new direction. It is important to identify key individuals who may be reluctant to change and convince them of the benefits of the transition [7-9].

Opportunities and threats

Enhancing Social Abilities: Technological changes, structural changes, environmental changes are accelerated at a higher rate in business area. The planned goals cannot be met in a timely manner unless employees and executives have the abilities necessary to adapt to those changes. Skills can be broken down into two broad classes: management abilities and technical proficiency. Listening, inspiring, planning, organizing, leading, problem solving, decision making, and so on are all essential managerial abilities.

Enhancing Quality and Productivity: Quality is defined as the degree to which a product or service is seen by its target audience to provide value above what was bargained for. When a person buys a car, for instance, they anticipate that when they turn the key, the engine will begin to run. The customer's expectations will not have been satisfied, and the vehicle's quality will be seen as low, if the engine does not start. Deming defined quality as a known degree of homogeneity and dependability, at low cost and appropriate to the market. Fitness for purpose is how Juran described it. Here are some of the most crucial aspects of quality.

- **Performance:** Primary operating characteristics of a product such as signal coverage, audio quality, display quality etc.
- **Features:** Secondary characteristics, added features, such as calculators, and alarm clock features in hand phone
- **Conformance:** Meeting specifications or industry standards, workmanship of the degree to which a product's design or operating characteristics match preestablished standards
- **Reliability:** The probability of a product's failing within t a specified period of time
- **Durability:** It is a measure of product's life having both economic and technical dimension
- **Services:** Resolution of problem and complaints, ease of re- pair
- **Response:** Human to human interface, such as the courtesy of the dealer
- **Aesthetics:** Sensory characteristics such exterior finish
- **Reputations:** Past performance and other intangibles, such as being ranked first.

Increasing numbers of managers are facing the difficulties of catering to individual clients' needs. They are employing employee-heavy programs like comprehensive quality management and reengineering initiatives to boost output quality and efficiency. Complete Quality Control (CQC): It is a philosophy of management that is motivated by the constant pursuit of customer satisfaction through the continuous improvement of all organizational process. TQM includes the following elements:

(a) a laser-like concentration on the client

- (b) a focus on constant development
- (c) increase in the quality of everything the organization performs
- (d) accurate measurement and
- (e) empowerment of people.



Figure 3: Opportunities and challenges

Reengineering is a term for one-off projects with the goal of producing significantly altered and enhanced work processes in a limited amount of time. Procedure in Business Employers might use the cost-performance matrices and streamlined processes provided by reengineering to make the business case for significant changes. Workflow analysis and activity-based pricing are used to assess both internal and external processes. Organizations can often see dramatic increases in both efficiency and profitability by adopting the latest technological advancements and standard operating procedures.

Diversity Management in the Workplace

This means hiring people from a wide range of backgrounds, including those who identify as LGBTQ, have disabilities, are older than 65, or don't identify with any of the aforementioned categories. Having a diverse workforce is advantageous because it allows you to take advantage of different skill sets, spark new ideas, and create a synergistic impact. Employees, in general, expressed a desire to maintain their own cultural and personal identities while still adhering to the organization's norms and standards. The biggest challenge for businesses is to change their culture to be more welcoming of people from varied backgrounds and lifestyles.

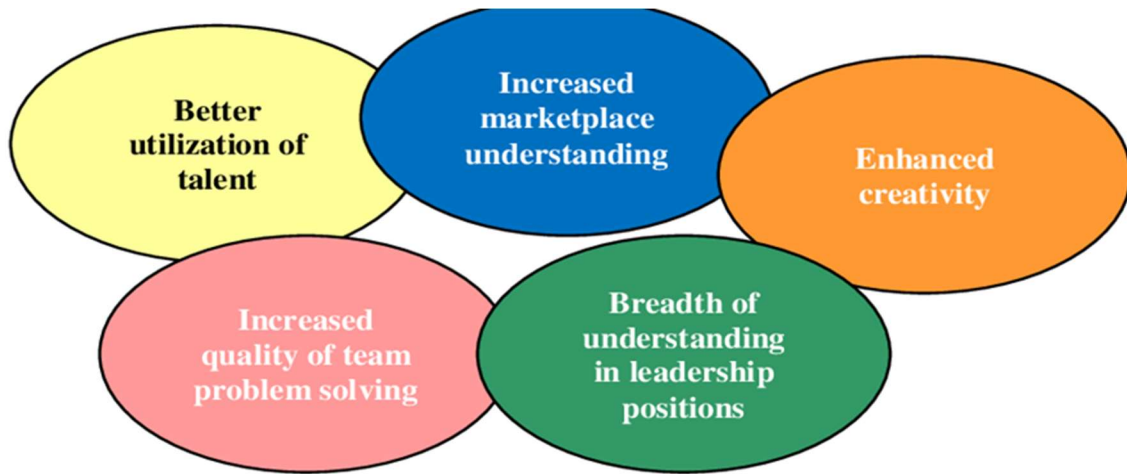


Figure 4: Workplace Diversity in organizations Conceptual Framework

How to Deal with Globalization:

In today's market-driven economy, companies expand their operations to meet customer demand wherever it may be, regardless of geography, weather, or other factors. There is no longer a need to limit business activities to a certain physical location. With the help of modern means of communication and transportation, a company's goods and services are quickly making their way throughout the globe. The Internet has surpassed physical stores as the primary distribution channel for one Australian winery. More than ninety-five percent of Nokia handsets are sold in markets outside of Finland. There is a global market for Japanese automobiles. Tea from Sri Lanka is shipped to numerous cities throughout the world. Executives of Multinational Corporation are quite mobile and migrate from one subsidiary to another more regularly.

Management Implications

There are at least two ways in which globalization alters managerial abilities: i) An expat manager's employees are likely to have vastly different requirements, goals, and perspectives than their counterparts back home. ii) It is crucial for the success of business operations to learn to adjust one's management style to the contrasts between one's own culture and that of the local population. One of the most important characteristics for an expat manager to have is the ability to recognize and appreciate differences in others.

Making Peace with "Transience"

Product life cycles are getting shorter, operational methods are getting better, and trends are evolving at a dizzying rate now. In those days, the managers required to introduce large transformation projects once or twice a decade. Most managers in today's world constantly adapt to new circumstances. Constant evolution is important to the idea of continual improvement. There used to be long periods of stability interspersed with shorter periods of change, but now, due to increased competition, the process of change is a continuing activity, and new products and services with improved characteristics are always being developed. The current situation that

everyone in the company must deal with is one of constant flux. The tasks that people get paid to complete are always changing. Therefore, it is essential for workers to regularly upgrade their knowledge and abilities to meet the demands of their jobs.

Managerial Implications:

Workers and supervisors alike need to develop resilience in the face of uncertainty. They need to be able to roll with the punches and embrace the unexpected. Learning about Organizational Behaviour can help you make sense of today's rapidly evolving workplace, including how to deal with employees who oppose change and how to build a company culture that encourages and supports it.

Inspiring New Ideas and Action

The successful businesses of today are those that encourage innovation and are adept at the art of change, or else they will become extinct in the marketplace. Those businesses who can adapt to changing conditions, raise the bar on quality consistently, and flood the market with new offerings ahead of the competition will emerge victorious. Compaq, for instance, was able to achieve success by developing and releasing personal computers that were both more powerful and cheaper than those of IBNM and Apple. Due to its success in selling books online, Amazon.com is driving many small bookstores out of business.

Management Implications

New methods and technologies are replacing some of business' most fundamental tasks. For instance, all book sales are now conducted online. Employees at an Internet-based business can either be a driving force behind new ideas and approaches or a huge stumbling block. Managers face a difficult task in encouraging employees to think creatively and accept change. Electronic commerce is the practice of conducting business dealings via the Internet. It entails showing off wares online and fulfilling orders. The great bulk of articles and media coverage devoted to the topic of businesses making use of the Internet focus on online shopping. In this procedure, the marketing and sale of goods and services are being carried out over the Internet. Many of these events occur frequently in e-commerce: huge numbers of individuals buy online; companies create online stores to offer their wares; and companies receive payments for and ship out customers' orders. It's a huge shift in the company's approach to serving its clientele. At the moment, online business is booming. From US\$ 111 billion in 1999 to US\$ 1.3 trillion in 2003, global e-commerce expenditure grew at a phenomenal rate.

E-business:

It encompasses everything needed to run a profitable business online. Thus, online shopping is a type of electronic business. Developing a different kind of leader to run a "virtual" business, locating skilled people to build and operate in- tranets and websites, and managing the back room or administrative side are all aspects of "e-business," along with developing strategies for running Internet-based companies and creating integrated supply chains and collaborating with

partners to electronically coordinate design and production. E-business entails not only the development of new markets and clients, but also the investigation of the most effective combinations of computers, the World Wide Web, and application software. Multinational firms are heavily represented in the online retail market.

E-commerce expansion:

At first, only a fraction of the company's activities will be adapted to make use of the Internet. Their offline operations are more important than their online store at the moment. Using the Internet to streamline operational processes is a growing use case for e-business. Since then, millions of businesses have sprung up, all selling something online, and all using e-business tools to boost their internal and external communications and streamline their operations. Some businesses are making every effort to create a shared and integrated network in order to boost internal efficiency and assist their extensive dealer network and online merchants. Companies aimed to commercialize folding and creasing.

E-Organizations:

Electronic business and trade are fully supported here. More and more public utility services are being made available online by state and federal governments as well as municipal corporations.

Requirement for Organized Behavior

The corporate world is always evolving. As a result, management has taken on more significance in recent years. Managers have become increasingly vital in modern workplaces as their workloads and responsibilities have grown. In order to help managers and supervisors learn more about the complexity of the modern work- force many different fields of study have been formed. Over time, the study of organizational behavior has become increasingly relevant. The significance of organizational behavior can only be grasped after its scope and meaning have been clearly defined. Organizational behavior examines how people think and act within business settings (Johns 6). Organizational behavior seeks to analyze how various sorts of employees behave in a wide range of settings. There are several ways in which organizational behavior can aid managers and executives. It plays a role in all elements of an organization. Departments such as finance, marketing, and production exist within any company. Human behavior in the workplace and how employees interact with the company as a whole are the focus of this field of study.

Conclusion

The scope of an organizational behavior research extends to the investigation of organizations from a variety of theoretical perspectives, methodological approaches, and analytical depths. Contemporary studies of organizations try to identify and model such elements. Organizational studies, like other modern social sciences, aim to manage, forecast, and explain. As such, organizational behaviour or OB (and its cousin, Industrial psychology) have at times been accused of being the scientific tool of the powerful. (Bibliography needed) Despite the criticism, OB is a powerful tool for improving and expanding businesses [10-12].

References

1. <http://smallbusiness.chron.com/impacts-organizational-behavior-business-48407.html>
2. <http://managementportal.blogspot.in/2013/05/challenges-and-opportunities-for.html>
3. Van de Ven, A. H. (2007). *Engaged scholarship: a guide for organizational and social research: a guide for organizational and social research*. OUP Oxford.
4. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68, 1–17.
5. Wagner, S. M., & Eggert, A. (in press). Co-management of purchasing and marketing: Why, when and how? *Industrial Marketing Management*.
6. Wiersema, F. (2013). The B2B Agenda: The current state of B2B marketing and a look ahead. *Industrial Marketing Management*, 42, 470–488.
7. Wirtz, J., Tuzovic, S., & Ehret, M. (2015). Global business services: Increasing specialization and integration of the world economy as drivers of economic growth. *Journal of Service Management*, 26, 565–587
8. Kwak, K., & Kim, W. (2016). Effect of service integration strategy on industrial firm performance. *Journal of Service Management*, 27, EarlyCite.
9. Lieberman, M. B., & Montgomery, D. B. (1988). First-mover advantages. *Strategic Management Journal*, 9, 41–58.
10. Alhouti, S., Johnson, C. M., & Holloway, B. B. (2016). Corporate social responsibility authenticity: Investigating its antecedents and outcomes. *Journal of Business Research*, 69, 1242–1249.
11. Brennan, R., Tzempelikos, N., & Wilson, J. (2014). Improving relevance in B2B research: Analysis and recommendations. *Journal of Business & Industrial Marketing*, 29, 601– 609.
12. Cyert, R. M., & March, J. G. (1963). *A behavioral theory of the firm*. Englewood Cliffs, NJ: Prentice Hall.