

## **I. Introduction**

The cosmopolitanism to the era of artificial intelligence has tremendously transformed the labour market into a briskly fragile one where assignments are being fastly accredited to non-living workers, which are machines. Forbes magazine has recently published an article stating that “technology has already taken over 90% of the jobs humans used to do” (Forbes 2018). This proposes a threat to the society as to when current employees are to be laid off or whether the next generation will be entirely jobless, or how humans will survive if there is no job vacancies etc.

However, it is of no question that humans, as creative-minded species, are still playing an essential role in the game of training the technology as well as operating the world. The products of AI ought to be looked at as tools to support and assist workers in facilitating and speeding up the industrial procedure, which will eventually result in higher living standards. This has been profoundly evidenced by economically rich nations leading with state-of-the-art technology such as lands in North America and Europe, in contrast with those in the African continent.

Consequently, a lot of studies have been conducted in order to find out what makes humans valuable than machines. One of those is to figure out how to maintain a business ethically balanced in terms of applying latest technology without lustfully ceasing its current employee. This comes up with a challenge to human beings as that they must actively be well-equipped, competent etc. to conquer what they have invented for the sake of survival.

Hence, the study of Organisational Psychology, or the term Organisational Behaviour was coined dating back to 20th century. It is about centralising the vitality of inbuilt active receptiveness of human minds on the contrary to obligatory certain inputs to computers. Furthermore, the study is to focus on and discover elements that would be contributive to provide and sustain a successful plus healthy business, which will escalate the happiness for whoever engaged in.

This essay will be walking through the analyses of what contributes to a successful business, a healthy business, the difference between them as well as how organisational behaviour determines a fruitful entrepreneur. This writing will also shed light on some of the notable ideas of organisational behaviour to the fortunate of a company such as: job motivation, incentives, occupational well-being, conflicts, resistance to change and so forth.

## II. Business status and correlation

In the area of the topic, the status of a business will be limited to what makes it either healthy or successful.

### 1. Successful business

There exists a numerous ways to describe a successful business. By common sense, the former is believed as those which has become prosperous, gained a great amount of reputations amid the community and have inside (at least) hundreds of employees along with the annual turnover followed with a lot of 0's. Some obvious instances can be taken into consideration in this sense are Apple, Microsoft, or Google etc.

In order to build a successful business in the age of digitalisation, Long J., founder of Uber Brands, has generously shared his five (05) key thoughts with Entrepreneur audience in 2017.

Innovative idea is the uttermost importance for a business to set itself apart from other competitors. He follows "clever marketing or an exciting technology alone won't guarantee that your target customers will wowed by what you're offering - you have to offer real value/or a new experience." This, indeed, should be borne in mind of every (going-to-be) business owner because of the fact that technology is becoming handier nowadays, therefore, only those with capability of creating mutant experiences will be remained in the concurrence.

Talents are important for an organisation, but the right ones are even more significant. The right talents indicates those who fit perfectly in the organisational environment. The lifetime of technological business seems to be shortened due to the fast-changing of the technology itself. Hence, it is of undeniably impossible to remain a business, or keep it successful when one is insistent on working on him/herself without seeking for assistance from others. Having the right ones beside means providing sufficient calcium to the spine of the business and overcoming obstacles altogether.

Networking sounds to be an overused word yet still beneficial and profitable in the meanwhile. A circle of the like-minded will individually or organisationally be supportive when it comes to looking for help, advice, or even a chance of getting promoted to another potential customer. Psychologically, human beings instinctively want to help other fellows because either the other wants to be looked good or just to express the empathy for the one s/he is caring about (M. Taylor, 2016).

Hard-working is crucially the key leading to success. It is quite impossible to be successful without even commencing to willingly get the hands dirty. Mr. Long also pointed out in the article that "...entrepreneurs have a false sense of what it's really like to own a business." Thanks to spectrum of social media, startup life has been horrendously glorified by pictures and stories of private planes,

million-dollar maison. Therefore, ups and downs and the ability to learn off that when launching a business, of course whilst working hard, is vital.

Last but not least, the sales. A business would not neither considered successful nor existent had it not earned any money. Sales represents the acceptance of the customers towards the product(s) as well as the validity of the vision the company is shouldering. The more sales it gets, the more coverage the organisation has achieved. Additionally, it is the fund that helps to both rejuvenate the business itself and to recharge the contributors after the hard-work time.

## **2. Healthy business**

The term healthy business may somehow be overlapped with the mentioned one above; however, they are quite different according to the goal which term is aiming at. Whilst “strong business” focuses more on advancing the company towards monetary success, the other one tends to lay its concentration on supporting, nurturing the workers. This means humans will be considered as the nucleus of the growth of the business.

Because of the rapid advancement of technology, human elements unfortunately seem to be disregarded. Aguirre et al. declared in their research in 2005 that “...most organisations are unhealthy, with 50% of respondents saying that their organisations do not engage in effective organisational behaviour practices” (University of Minnesota). On top of that, an article published by E. Chhabra on the Forbes in 2016 concerning this problem had received the same confirmations from the interviewees.

According to E. Chhabra in “What does a healthy business in the 21st century looks like”, one of the traits that contributes to the healthiness of an organisation is the mental satisfaction of its personnel. There is no such healthy organisation where its workers permanently feel oppressed, strained and overwhelmed. The longer it gets, the more dissatisfied their psychological status become. This will eventually result in poor performance as well as inner frustration, which will project to the loss of selective talents and revenue downfall.

Mental satisfaction can be interpreted as the satisfaction originating from the homework the employees are assigned to, the environmental culture comfort, the benefits that are rewarded corresponding to the contribution, etc. and the contentment at leading ability of the manager. It is psychologically unarguable that one will happily dedicate to the company when the needs are fulfilled. Therefore, it will psychologically help to retain the commitment of the employees to the current company and inspired them to devote to the success of the business.

She noted: “I worked like a dog. Yes it paid well. But I spent most of my 20s working” - E. Chhabra interviewed New Yorker financier Sweatman (E. Chhabra, 2017). This partly explains that

even though important, money are not everything that an employed is looking for. What was implied here is the spare time for personal interests, personal incentive, and personal methods to get recharged after a tedious office day. The New Yorker continued: "...after 5pm, they're out riding their bikes, hiking, doing yoga or just relaxing. That's the norm" (E. Chhabra, 2017).

Another ingredient that should be added to the formula of a healthy business is the span of economic time. The former financier and his partner, now founder of the organic skincare product Ursa Major in Vermont, the US, reveal that a product will gain its success only when the preparation has been utterly ready. It says some are stressed and urged to launch new product quarterly or so so that the company can sustain its visibility, validity amid the market. This, accompanied with the poor preparation, will require personnel to overwork and ought to put aside their personal needs. Consequently, the counter-effect in some cases is the foreseen result that no business owner awaits, such as low sales, work delay, or even worse, talent loss.

### **3. Why Healthy Business is important**

It can be learned off two definitions that they formulate either parasitic or symbiotic relations, which are unarguably beneficial and profitable for any organisation. However, healthy business is slightly or severely more important than the other one. It is because it delivers contentment to the personnel, which is, as mentioned above, the crucial element contributing and retaining the reputation of an business.

Should an organisation pays excessive attention to the financial pie, the workers will be the unfortunate victims of overwhelming stress and workload. Although stress is an motivator that helps advance limitations of a person, lasting stress is opposedly a problem. It gradually shape up distress and inner frustration due to shortage of time for personal needs, which will sooner or later create conflicts between the workers and the managers. Furthermore, psychologically evidenced that distress will not only cause smouldering anger but also damage the victim's mentality (American Psychology Association, n.d.).

It varies expansively when talking about what constitutes a healthy business. The indicators may range from the purpose of an organisation, to the culture the organisation offers. Parallel saying, it is not merely on the behalf of the business but also the responsibility of the workers themselves. As a result, selective candidates are mandatory in order to reduce the conflict degree it may occur as well as maintain the high performance of a business.

The study of healthy business, known as organisational behaviour in modern language, has drawn a considerable attention among the business operator environment, especially since the 20th century. Regardless of the technological burst, it is because if an organisation wants to endure its

consecutive success, the human element must be centralised. Google might be the most persuasive example in this case. Despite a tech company, particularly service in the most powerful searching engine, Google was named as the tech company with best corporate culture (Forbes Technology Council, 2018). This explains that behind the incredible achievement throughout years, personnel is one of the factors that Google has paid the most attention to. Some of the indicators unveiled by Forbes Technology Council are the fun working environment, constant and improved mindset, etc.

### **III. Organisational behavior (OB) evolution**

As defined in the previous section, OB is not based on common sense but an actual study focusing mainly on human behaviour within an organisational environment. It has drawn great attention, especially in the US, since 20th century as business owners have gradually realised the importance of the labours in a business. According to Stephen P Robins in Study of Organisational Behaviour, OB can be defined as "...a systematic study of actions and attitudes that people exhibit within organisation" (V.G.Kondalkar, pg. 5). Additionally, it is indeed ascertained by another study publicly offered by the University of Minnesota that declares OB is a systematic study.

To be clearer, there are three main categories spiralling this concept, depending on which angle it is viewed. In the book Study of Organisational Behaviour, the three categories being listed are: individuals and groups, impact of organisational structure on human behaviour, and the application to achieve the effectiveness. On another side, the University of Minnesota proclaims they are the investigation about: organisation, group, and individual at the bottom. However, despite the differences, the key resolution is to learn off the best way so that all parties will interact smoothly and boost up the end effectiveness.

On top of that, OB is the outcome of thorough investigation from numerous scientific disciplines: psychology, sociology, political science, social psychology, anthropology etc. Therefore, there exists quite a few contributors making up for a successfully healthy business. For example, if topic of personality and motivation is prioritised, psychology field will be mainly looked at, or sociology will refer to the team processes, and political science will insinuate the stability of a government for any decisions regarding expanding the scalability of a business etc.

#### **1. Max Weber and Bureaucracy Model:**

Theory of bureaucracy, or Max Weber (1864 - 1920) theory, a German sociologist and the first man to describe the term bureaucracy. Though introduced in the late 19th - early 20th century, his model is still applicable until today. The belief of the German sociologist was that his work would

contribute to the more structured setup of an organisation, administration. It can be seen as a hierarchical model in order for tasks to be processed systematically.

According to Weber, there are three categories of authority within his model: legal, traditional, and charismatic authority. Legal authority alludes to persons in an organisation whose power is based on either legal position or rank in the hierarchy, for example a manager is of higher position than regular employees, or a general is obviously on a higher rank than other soldiers. Traditional authority, for instance, a person belongs to a royal family or a family-driven company. Finally, charismatic authority emphasises special power that only a leader possesses.

In the analysis conducted by Mulder, P. (n.d.), she pointed out the six principles of Max Weber theory which are: task specialisation, hierarchical of authority, formal selection, rules and requirements, impersonal, and career orientation.

Task specialisation means task are divided into smaller ones corresponding to competencies and the basis of organisational routines. Firstly, a business will distribute itself to several departments, which will be independently in charge of a specific role. Each employee, therefore, will be assigned appropriate tasks that meet his/her expertise. Expected result is anticipated. Furthermore, going beyond the responsibility is not permitted by any means.

Hierarchical of authority is the core of the German sociologist's model. An organisation will be layered by hierarchical managers relying on ranking system. This indicates different position will own different managerial power in order of precedence. The lowest layer of the system are, hence, subject to be supervised and controlled by higher ones. This reflects the current bureaucratic line, easily seen from the government where powers and responsibilities are strictly distributed and followed.

Formal selection adverts mainly to the recruitment process. It mentions the importance of picking the right person in accordance with competence, education and experience. In return, the organisation must pay the corresponding salary to the dedication the employee has contributed. This agreement whose time and anticipated responsibility will be discussed and later ratified by both parties. In addition to that, the interest of ownership belonging to the organisation will have no connection with the employee.

Rules and requirements are trademarks of this model. This is where expectation comes from.. Through regulations, uniformity of an organisation is enhanced. On top of that, they are more or less stable and formal and ought to be followed by all individuals involved. Should new rules come up, senior managers and/or directors will take over the responsibility.

Impersonal relationships are quite distant within a bureaucratic system. Thanks to rules and requirements, besides the advantage of preventing nepotism, it has created a considerable space in communications between employees and their managers. This leads to a huge benefit that decision is

made based on rational evidence rather than emotional one, which will reduce the degree of unnecessary bias that may affect general effectiveness of the whole mechanism.

Since expertise is prioritised when hiring, career orientation is a distinguishable characteristic that makes Weber model still applicable up to date. A talent will obtain an opportunity to thrive on with regards to appropriate position corresponding to the time and devotion. As a result, lifetime employment is possible. The division in the bureaucratic model will help employee specialise his/her talents in the meanwhile. Furthermore, s/he may possibly become an expert with boosted, highly improved performance in the long run.

Briefly speaking, all activities are organised with regards to basis of rules and laws in Weber model. Therefore, power is regarded as the most dominant factor to administer the organisation. On the hierarchical aspect, it helps to construct a firm, rigid administrative system because rules must be evidently respected, as well as regular tasks might be concerned as official duties. However, the centralisation of power will impose higher cost of control, lack of interpersonal communication, coordination and blind faith in rules and regulations regardless the unquestionable imperfection of the mechanism itself.

## **2. Taylorism and Scientific Management:**

Frederick Winslow Taylor (1856 - 1915) and his associates, including his wife, were the pioneers studying the managerial mechanism scientifically in the field of management dating back in 20th century. The main focus of their research was to discover the methodology to increase productivity by examining how work was performed. In his definition of management, "knowing what exactly what you want men to do and then see that they do it the best and cheapest way" (V. G. Kondalkar, 2007). In short words, his philosophy concentrated on optimising the way work is done effectively is more efficient than forcing employees to work harder.

"The Principles of Scientific Management", published by Taylor in 1990, states that by simplifying work, and advancing cooperation between labour and managers, productivity is increased. This is monumental, avant-garde and state-of-the-art declaration in admitting the importance of the workforce. During that space of time, the main motivation of employees is the employment contract, from which they could in the end economically afford to pay bills and survive. Easily learned, there was neither incentives nor consideration about job satisfaction that could boost the speed as more efficient as possible. Further by him, money is the most appealing motivation; therefore, he advocated for the ideology of "a fair day's pay for a day's work" (Mind Tools Content team, n.d.). This equals to the amount of money being paid to a worker corresponding to his/her daily performance.

Efficiency is also a notable element of the theory. Taylor introduced the “time and motion study” by examining and experimenting the best ways to optimise various types of work. With background in mechanical engineering, he applied scientific methods while progressing on his study. Eventually, he concluded that the best way to develop the efficiency, time calculation is crucial. Additionally, he ascertained that there exists an amount of people who can work for hours straight that managers would definitely love to employ. However, the attribute of selecting the right people was not mentioned in his study.

Four main principles of Taylorism are:

- a. Substituting “rule of thumb” - a broadly irrational and unproved guidance - with science. He believed this was the best way, by applying standardisation and detailed work-study about each job, productivity is improved.
- b. Harmony in group action. This means workers should be matched in groups based on their capabilities and motivations.
- c. Co-operation. Taylor recommended “cooperation among workers as against chaotic individualism. He insisted peace for war, replace suspicion to mutual confidence, friends for enemy” (V.G. Kondalkar, 2007).
- d. Maximum output and development of workers. He believed each individual progress will constitute higher performance at work as a whole.

In other words, the last two principles can be understood differently as:

- a. Supervisor should be used as instructor providing adequate guidance to monitor workers. Training may be required to optimise their efficiency.
- b. Wise responsibility allocation between managers and employees: the former should focus more on planning (and training) while the latter should concentrate on doing.

Despite great contribution to performing efficiency advancement, Taylor’s work is yet a perfect theory to follow. The central problem lies on short of human-orientation. Even though aptitude and capability are prioritised, the only aim here is easily learned as to enrich the organisational prosperity. Consequently, the model is not sufficiently human-oriented. Personnel resource is looked at merely as tools to be employed, exploited in order to enhance productivity regardless of mental, personal needs of individuals.

However, conscientiously evaluated, Taylorism is considered to be one of the necessarily profound bases to the managerial evolution. The philosophy was great progress at the time in monitoring people mindset at controlling organisation and using the workforce efficiently, effectively. Without his work, ideologies such as time-saving, machine utilisation, expertise, fiscal incentives etc. might not have received such great attention as it must have been.



## References:

Quora Contributor. Jan 18, 2018. Technology has already taken over 90% of the jobs humans used to do. Retrieved at:

<https://www.forbes.com/sites/quora/2018/01/18/technology-has-already-taken-over-90-of-the-jobs-humans-used-to-do/#5699e0031bdd>. Viewed: 05/01/2019

University of Minnesota. n.d. Organizational Behavior. Retrieved at:

<https://open.lib.umn.edu/organizationalbehavior/chapter/1-2-understanding-organizational-behavior/>. Viewed: 04/01/2019.

Kondalkar, V. G. 2007. Organizational Behaviour. Retrieved at:

[http://www.damits.ac.in/library\\_doc/Organizational\\_Behaviour.pdf](http://www.damits.ac.in/library_doc/Organizational_Behaviour.pdf) Viewed:

Taylor, M. November 21, 2016. 4 Psychological triggers that make people like and share content.

Retrieved at: <https://www.entrepreneur.com/article/284045>. Viewed: 05/01/2019.

Long, J. December 7, 2017. 5 factors that contribute to the success of your business. Retrieved at:

<https://www.entrepreneur.com/article/305688>. Viewed: 06/01/2019.

Chhabra, E. April 30, 2016. What does a healthy business in the 21st century look like.

<https://www.forbes.com/sites/eshachhabra/2016/04/30/what-does-a-healthy-business-in-the-21st-century-look-like/#644fdeac6497>

Forbes Technology Council. n.d. 13 Reasons Google deserves its best company culture. Retrieved at:

<https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/#55b013d83482>. Viewed: 05/01/2019

Mulder, P. n.d. Bureaucratic Theory Weber. Retrieved at:

<https://www.toolshero.com/management/bureaucratic-theory-weber/>. Viewed: 06/01/2019.

Mind Tools Content Team. n.d. Frederick Taylor and Scientific Management. Retrieved at:

[https://www.mindtools.com/pages/article/newTMM\\_Taylor.htm](https://www.mindtools.com/pages/article/newTMM_Taylor.htm). Viewed: 07/01/2019