**IQRA NATIONAL UNIVERSITY**

 **PESHAWAR**

 **OBSERVATION BEHVIOUR PAPER**

**Q No.1**

**Answer:**

**Introduction:-**

This essay is written from a Micro perspective. This essay basically conveys his views of the past 40 years of organization studies. In this four decades Micro has reviewed the success and disappointment of the field, whether it is accomplished or failed to accomplish and further he suggest what should be happen in the future if the field is to continue to advance.

**Review:-**

**Accomplishment over the last 40 years of organization studies.**

According to Micro this questions is an easy one to answer. In his view, the most satisfying and interesting characteristics of their filed in 1990s was precisely that it was the province of the number, discipline and does not belong exclusively to any single one or even two of them. Although, ASQ has always been relatively multi-disciplinary in its orientation. Since, its inception, this was really not true of the field of organization studies back in 1950s. It was dominated then it is fair to say, mostly by psychologist and what they would now term a Micro view point, although the Micro-macro distinction certainly was not salient or even evident at that time. It should be noted that in recent years the name organization behavior has been used by some to signify the micro end of the spectrum of organization study, but he still regard organization behavior as a term covering the range from micro to macro topics.

**Conclusion:-**

In the field of organization the forty years has seen a great changes in the world, in societies. They have produced many things related to the field such as books, articles, journals, theories etc. The field found bigger and more expensive than it was 40 years ago. How healthy is the field in the mid 1990s? Everyone has their own perception but according to Micro health is robust. He believes that organization is now better than it ever has been, and this is just because of a solid foundation for moving it to the future.

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**Ques. No-2**

**Answer:-**

**Introduction:**

This article has been written by MIXHELE J.GELFANDIN, LISA M. LESLIE AND RYAN FEHRI. In this articles several ideals has been argued such as, (global organizational psychology, progress toward these ideals and potential solutions to move toward a truly global science). Gelfand, Leslie, & Fehr, argue that the field of organizational psychology and allied, such as human resources management and organizational behavior has experienced a global sample shift of unprecedented capacity. In their Handbook of Industrial and Organizational Psychology chapter, Barrett and Bass (1976) provided that the ﬁeld with a wake-up call, arguing that restricting the ﬁeld to Western cultural contexts ‘‘puts constraints upon both our theories and our practical solutions to organizational problems. Since then, theories on dimensions of cultural variation have proliferated (Hofstede, 1980; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Leung et al., 2002; Schwartz, 1994), methodological pitfalls and prospects for cross-cultural.

 **Review:**

In this article, three specific ideals has been discussed, i.e global organizational psychology, progress toward these ideals and potential solutions to move toward a truly global science. First, MIXHELE J.GELFANDIN, LISA M. LESLIE AND RYAN FEHRI argue that a truly global organizational psychology must assimilate global voices. The cross-cultural research in the organizational psychology largely remains a U.S, export business wherein, the very questions asked by Gelfand, Leslie, and Fehr are colored by Western assumptions and values which are then seek to other cultures. To be a global science, we must acknowledge that the questions we asked are value, and we have to ensure that the questions we asking have a global relevance.

Second, psychology is absent from international development because it has been constrained by its focus on the cultures and issues of people in the West. Gelfand, Leslie, and Fehr highlighted that there is some way to go before 1-0 psychology is able to adopt a truly global perspective. In particular, research has tended to exclude issues such as economic and physical security (e.g., poverty and ethnic violence) that relate to a more materialist perspective.

Thirdly, the present research examines two countries with different distributions of non-standard work arrangements and with different cultural contexts, namely Chile and the UK. Thus, Gelfand, Leslie, & Fehr broaden research to non-'WEIRD' (Western, Educated, Industrialized, Rich, and Democratic) countries. Gelfand, Leslie, & Fehr, provide a valuable contribution to Latin American-based psychological and organizational behavior research. Latin America and Chile are underrepresented areas in psychological science; for example, in 2014, only 3 (0.6%) studies and in 2017 not a single study published in Psychological Science (a top journal in the field) came from Latin America. According to Gelfand, Leslie, & Fehr a truly global organizational psychology must advance an understanding of when culture matters. In spite, a huge evidence that behavior in organizations is influenced by multiple contextual factors i.e., the work team, organizations, industries.

**Conclusion:-**

 According to Gelfand, Leslie and Fehr, in order to perform psycho-sociological studies in organizations different levels of context can be present, individual context, work unit, organizational context, industrial context and societal culture. That is the reason why researchers have to note carefully the cultural level where the study is going to take place.

 The above authors also suggest that this issue has been ignored in the realization of cross-cultural studies. For Gelfand, non-cultural elements also influence the organizational dynamic, and therefore the relationship between cultural and non-cultural elements should also be considered.

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**Ques. No-3**

**Answer:**

**Introduction:-**

The objective of this review article is to demonstrate the relation between two variables i.e. organization’s culture & its performance. After study and analysis of wide literature, it is reasoned out that organizational culture has deep impact on the variety of organizational process, employees and its performance. This also describes the different dimensions of the culture which have impact on organizational performance. Research shows that, if employee are committed and having the same norms and values as per organizations have, can increase the performance toward achieving the overall organization`s goals.

**Literature Review:-**

**Organizational Performance**

Richard explains organization performance is a broader indicator that can include productivity, quality, consistency, and so forth. On the other hand, performance measures can include results, behaviors (criterion-based) and relative measures, education and training concepts and instruments, including management development and leadership training for building necessary skills and attitudes of performance management.

**Effect of Organizational Culture on Organizational Performance.**

According to Kotter organizational cultured has the potential to increase organizational performance employee job satisfaction, and the sense of certainty about problem solving.

Organizational culture and performance are clearly related (Kopelman, Brief, & Gozza)

**Conclusions:**

Indeed the study of organizational culture and performance is advantageous since the cultural values are observable and measurable.

Thus in studying of cultural effect on performance, it is vital that both financial and non financial

(i.e. cultural values, norms) measures are used to get more comprehensive results.

The literature on organizational culture and performance revealed that companies that know how to develop their cultures in an effective way most probably have the benefit of advancement in Productivity and the quality of work life among the employees.

Indeed, employees must absorb the organizational culture at the maximum strength and the top

Management should provide a precise guideline and direction to motivate the employees in achieving the company’s objectives

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