



# ORGANIZATIONAL BEHAVIOUR AND TECHNOLOGY

[Document subtitle]

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## 1- Introduction:

Many volumes written under the title of ‘organizational behaviour’ (OB) are positioned to inform readers at the most introductory level of management studies. We have written this text specifically to appeal to those who have already been exposed to ‘basic’ commentary and are ready to engage with argument and evidence that is at once more sophisticated and more critical – ie not only introducing but evaluating ideas and research findings. We hope that if you are a final year undergraduate honours student or beginning a master’s course you will find the book both relevant and stimulating as a study aid. And we hope your tutors will too. Our intention is to put before you and assess knowledge interacting between the boundaries of OB and HRM as we consider that each can benefit from this, in the sense that HRM can ground socio-psychological and other social science theory grouped under the OB banner while a fuller understanding of HRM will be informed by social science knowledge that moves consideration of ‘people management’ in organizations beyond a preoccupation with recipes and techniques. Whether your management studies course is generalist or specialist, we believe you will find the material in the chapters that follow useful.



## 2-Definition of OB :

A simple definition of OB is offered by Stanford University in the United States. OB is 'the study of human behavior in organizational settings'. In its micro variant, generally informed by psychology, OB investigates 'how individuals and groups affect and are affected by organizations'. And in its macro form, incorporating organizational theory and economic sociology, OB studies 'organizations as social systems; the dynamics of change in organizations, industries and markets; and the relationships between organizations and their environments'.

## 3- Technology and employee's behaviour in organizations:


Technology, and in particular IT, affects OB in many ways. A few important effects are:

**Perception** Would your perception of a company change, if you got a mail showing its location on the Google map, one day prior to an interview, and a welcome message on your mobile as you arrive at the gate? Can an Internet jam session with the CEO change your perception of the company? It is evident that technology can be used to change perceptions effectively.

**Learning through Interactivity** An army unit known to the author, introduced virtual reality-based training where a soldier could get into the virtual world of eliminating a terrorist. After a few rounds of the gunfight (in the virtual world), the soldier was able to make several moves, which he would not have normally made.

**Motivation through Self-monitoring** Students doing a leadership course in an MBA programme were taught how to use





a journal (A method of recording important life events daily and differentiated from the term used in accounting) to keep note of the critical events in a leadership course. Since journals are often detested and hence forgotten, an automated reminder system was arranged, encouraging them to fill the journal every day. Most people who spoke sceptically about journal-based learning, ended up accepting that they maintained the journal far more regularly, than they would have done without the reminder system. As the journal entries were more regular, than the learning too had increased. The reminder was a system to induce self-monitoring in making their journal entries, resulting in change in behaviour.


Technology impacts numerous OB variables—perception, learning, motivation, creativity, stress, power and influence, structure, work design and communication, to name a few.

**Creativity** Armstrong Pame, an IAS officer, built 100 kilometres of road by ‘crowd funding’.<sup>128</sup> Does it exemplify creativity?

**Stress** That technology increases stress in the work place is well-accepted. Let us look at how it can reduce stress. An alumnus of the school where I teach the MBA programme is an entrepreneur. He has distributed gadgets that count the number of steps that you take in a day. You are to create a team of seven members and walk 10,000 steps a day as a group. The group can start from a virtual start point (say Paris) and plan to tour to any place connected by land say Moscow (also virtual). He finds that several corporate people have signed up for his programme to ward off stress-related problems in the organisation by walking more. This is how behaviour is changed using technology.

**Interpersonal Behaviour** What happens if you go on Skype and wish a workplace colleague sitting in Europe on his/her birthday? Do you think it will improve your relationship with him?





**Group** Our human resources faculty group has one person located some 400 kilometres away for administrative reasons. We meet frequently to take collective decisions, except that it is conducted on videoconferencing. Does technology enable us to create better group dynamics.


**Power and Influence** Several leaders create their own websites in which they share their life experiences and work. People read them, get motivated, and also make better impression about the leader. This is a way to increase one's influence over people. Of course, you can use Twitter and other such methods too, to align the actions of your followers better.

**Work Design** My wife works from home for a medical transcription company and takes care of our extended home too. She has perhaps visited her office which is 500 kilometres away, once. On days she is busy at home, she accepts only a few files to work on and on some days, she opts to take a break. When there is some urgent work, the company calls her and she has no qualms about jumping out of the bed and completing it immediately. Has work design undergone some fundamental changes?

**Structure** Ms Sandy is the vice-president, brand management, in a personal care product company. Over 100 people report to her directly and she does an excellent job of checking their progress, giving suggestions, providing motivational support, and ensuring that resource reach her people well on time. Her span of control is a little over 100. What happened to the management axiom that span of control should not be more than 20 as a guideline?

**Learning and Innovation** Every time we go for a conference, we return and make a report on the lessons learnt. Indeed it has always been so, except that the report would seldom be read even if an abstract of it found its way to the quarterly newsletter. Today, it is





classified subject-wise and stored in computers. Several people keep tag of it using the abstract. They can drill deeper and apply the learning. Has not technology changed our learning and innovation capabilities?

**Decision-making** Last summer, a student did an internship project to create a dashboard for training. Eventually, it turned out that the dashboard could track people with deficiency in competency and collate them. The HR manager who used to grope in the dark on who should do what training, suddenly had a list of people who should attend a skill development programme.


**Communication** HCL is a leading IT company of India which puts its employees first, and customers second. Any employee can mail directly to the CEO, who answers about 100 mails a week. Look at the change in effectiveness of personal communication.

We have deliberated a lot on the impact of technology, on organization and OB. Interestingly, even as you read this, technology would change and impact OB even more.

#### 4- How technology shape the organizations structures

**Technology and Organizational Structure** An organization and its technology need structure. Much like your information technology networks and systems have an architecture, so does an organization itself. Businesses organize themselves to best achieve their goals and accomplish all their necessary tasks. To ensure an organizational structure is truly viable, it has to take into account the technologically-related operations, infrastructure and functions.






**Organizational Structure** The groupings of a company's functions, positions and operations form an organizational structure. Typically, companies express their structures visually on an organizational chart. Charts show the positions within an organizations, the roles they play and the relationships between them -- including supervisory relationships. Focusing on organizational structure and its design helps companies gain clarity on what they are doing currently, their ideal functioning and how they can achieve it.

**Organizational Design** When business leaders undertake the process of designing or revising their organizational structures, they must first take a full inventory of the tasks and goals of their companies. They look to see which functions and tasks are not being accomplished as well as any current redundancies or inefficiencies. All aspects, duties and positions in the organization must be taken into account, including information technology. In fact, once companies reach a certain size, they usually designate at least one person, if not a team of people to be an IT department - responsible for handling all of the technological aspects of a company.

**Security Concerns** Information technology is so central to how a company operates. Networks and computers hold data on finances, company secrets, and personal information and sometimes in the case of banks, hospitals and insurance companies -- data which companies have a legal obligation to safeguard. Network administrators and computer technicians who have too much access to a company's data can present a breach of security. Because of this, many companies plan IT positions so that no one





person has all access or unmonitored access to important systems and data.

**Multiple Systems** Companies that employ multiple, sophisticated computer and technological systems often find it necessary to structure their divide their IT staff into specialties. One system may require special programming and support that only some people know. Others that are vital to safety and security -- such as communications company servers and switches or hospital networks -- may require round-the-clock monitoring by trained personnel. Organizational structures must take account of these needs and delineate how the organization is addressing them.

**Divisions** As companies grow and develop new lines of business or acquire other companies, they often choose to organize their diverse operations in separate divisions. Typically, divisions run somewhat autonomously, each with its own structure, leadership and approaches while all reporting to a common top management. Divisions usually have different needs and systems, which make supporting them all more challenging to a centralized IT department. Therefore, rather than specializing in one type of software or hardware and providing support across the company, companies may prefer their IT staff to be generalists attuned to a division's particular needs.




## 5- Technology and current job design and redesign

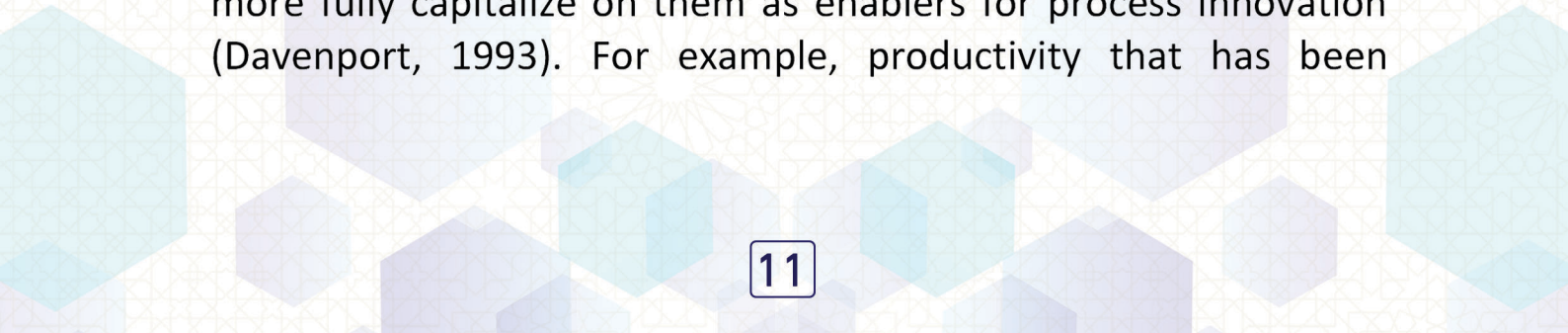
**The Role of Technology as an Enabler in Job Redesign:** Here we can appear the role of technology as an enabler that encourages the constant need to evaluate, update and employ changing job descriptions and business processes that truly acknowledge job requirements as they are versus notions of what they have been or should be. Advancements in technology have brought about a significant amount of change in terms of how we go about doing our daily work. The evolution from being a manufacturing economy to being information and service based brought to the workplace new realities and responsibilities. As a result, workers can no longer expect to be given a specific listing of assigned duties and tasks that remain fixed over a long period of time. The new paradigm in the workplace relies on continuous demands for improvement and acquired knowledge in a dynamic environment. The catalyst that enables continuous improvement is technology.

**Information Technology as an Enabler** Over the decades it has become evident that one of the most important ways to facilitate effective organization redesign through process engineering in organizations is through the use of information technology (IT) as an enabler of change. In fact, some have been willing to go beyond that by saying that IT is not only a key enabler of change, but also an initiator and a facilitator (Hammer, 1990; Chan, 2000). However, while IT played a significant role in changes in the nature of work responsibilities in organizations, the results achieved over the years appear to be more often than not to be slightly incremental and linear in nature. In other words the momentum of traditional business practices developed over the years overshadowed any






ability of technology to shift work methods in a different direction or onto another plane. While Davenport (1993) agreed that information technology did indeed change work methods in terms of its nature, quality, speed and location that led to a reduced need for human labor, multi decade lags between adoption and significant redesign existed. While inventions of the nineteenth and twentieth centuries such as the telegraph and telephone were well suited to expedite the business demands of the time, they did very little to actually change business practices in an immediate way (Yates, 1989). However, after decades of the simplistic use of the telephone, the insight of the concept of call/contact centers revolutionized elements of the service industry into high growth, multi-billion dollar industries (Koole & Mandelbaum, 2002). Therefore, more was needed than just innovation which was enabled by technology. What was needed and was seen to evolve eventually was a philosophy that technology should be a supportive supplement to go along with a drive to improve work processes and the overall system. Friedman (2005) believed that the full extent of his ten "world flatteners" were only truly employed after there was an emergence of managers, innovators, technology specialists and workers who were comfortable with the horizontal collaboration and value creation processes developed by these new ideas and technological advancements. Therefore, both ideas such as BPR and IT should work in tandem to achieve desired radical redesigns of work processes and structure based on a comprehensive and coherent strategy and goals. It is generally believed that change efforts should never be driven by technological goals alone (Manganelli, 1993). While the idea to continually introduce technological advancements that became essential elements in work methods was desirable because of their usefulness and usability, the concept of BPR was seen as a way to more fully capitalize on them as enablers for process innovation (Davenport, 1993). For example, productivity that has been








achieved from computers is really a function of their combination with new business processes and new types of skills that go with them versus the fact that they are readily available for various applications (Friedman, 2005).

**The Need for Vertical Redesign:** The introduction of various elements of IT into business office processes made the productive outcomes increasingly more efficient. Although the overall result was the same, the way it was produced had changed. Work that may have required a high degree of cooperation and coordination in the past could now be performed unilaterally with a high degree of efficiency and effectiveness. The need to separately compose, edit, analyze and complete a typed document involving several employees which usually included a typist/secretary became less likely (Chan, 2000). Unfortunately because this transformation process was taking place at such a minimally incremental rate, the managers with the authority and expertise to fully leverage this phenomenon did little to change the work process status quo which ultimately led to shift in job responsibilities in the typical office without the associated redefinition of job descriptions and designs. Therefore, while there was a continued subtle shift in the use of resources in terms of type and quantity, the job titles and associated perceptions of responsibility remained stagnant.

Whether human resource professionals realize it or not, many of the jobs occupied by their organization's professional employees have been significantly redesigned without even really trying to do so or at least in the ways intended. In a very subtle way over the last several decades both the development and the demand for improved technology within organizations made these changes inevitable. We all know how technology has made us more productive as our basic job duties have changed and we are familiar with how job holders routinely abandon outdated work processes






for those that are more efficient and demanding. What we don't realize is that technology changes go beyond merely replacing old equipment with updated versions. Responding to the demands of changing technological needs also affects job and position expectations.

For instance, those of us in the workforce for the past 30 years can easily recall how computers replaced typewriters and the resulting struggle of adapting to the change. We also now acknowledge the ultimate realization of how well the new resources are so much better than the equipment that had been used for many decades for many jobs in organizations. Even though the change in job duties was slow and evolutionary because of fear and habit, no one disputes the significant and lasting benefits of today's information processing methods. The assumption over the years was that the associated formal modifications to relevant job descriptions and specifications caused by changes in technology followed close behind with the normal work of refining and fine tuning. The reality is that the impact of these changes was largely overlooked. This can be seen by examining the jobs directly affected as well as those jobs not previously directly affected and how these changes resonated in all directions in areas beyond the duties of those jobs where new technology was directly introduced. The realization is that there was and is a domino effect that impacted the performance of many different types of jobs. While some studies have acknowledged how technology has changed the human resource profession, the direct impact on things such as job and worker expectations still need to be further analyzed in depth (Leonard, 2000).

The fact remains that while many challenges are being seen and dealt with in the human resource profession in a variety of functional areas and activities including job requirements, the debate still continues whether or not job descriptions are needed






or not. On the one hand the traditional view is still strongly held that job descriptions serve a valuable function in the areas of position responsibilities, performance reviews, compensation and in situations involving formal interpersonal relationships. Concise job descriptions do significantly reduce uncertainty in a job holder's conception of expected duties and responsibilities, end petty employee frictions and help managers be more focused on job outcomes versus being a constant force of oversight and being a referee (Doucette, 2002). On the other hand, many believe that while traditional job descriptions may outline, clarify and reinforce required job duties they also get in the way of encouraging employee initiative and flexibility. In addition to stating job duties they may more often than not be written to address legal issues to help insure the application of objective standards to various types of employment decisions (Leonard, 2000).

The ultimate outcome should not be a question of whether or not job descriptions remain or not, the real issue is how we can move forward to intelligently and efficiently design jobs descriptions that achieve the delicate balance between organizational demands for success and still maintain job expectations that are challenging, flexible and encourage employee initiative and adaptability. The realization that information technology can be an effective enabler of improved business processes creates new demands on the jobs in the workplace. The need to redefine positions to ensure maximum flexibility and to eliminate employees' downtime becomes the main goal (Caswell, 1995). Some organizations have gone as far as identifying the driving forces that make strategic job redesign a necessity to respond to technological challenges. These forces include issues related to the diversification and convergence of technology, the increased demand for educational access and changes in instruction and changing demands in the workplace (Swan & Giunta, 1994).






**Redesigning Job Descriptions** A basic purpose of reengineering and job redesign is to improve the procedures of the organization through effective problem-solving and increased adaptability to changing environmental conditions. While the desired outcomes are admirable and highly desired, many managers have found that they lacked sufficient data, information and adequate guides to pursue their efforts of redesign (Douglas, 1999). In recent decades the Job Characteristics Model of Hackman and Oldham (1976) has been a significant underlying idea of why job redesign should be conducted. The basic notion is that redesigned jobs not only hold out the promise of increases in productivity and quality but also more empowered employees in the workplace. In light of this organizations have been working to develop new ways to gain the most advantage from the combination of human resources of the organizational social system with technical elements of the traditional machine model (Neal & Tromley, 1995).

Job redesign does require new job requirements, tasks, knowledge, skills and abilities that can create negative consequences such as anxieties over new and different job duties, increased workloads and perceived violations of the psychological contract (Badren & Kafafy, 2008; Barnett et al., 2004). This could explain why efforts of job redesign have not been seen to keep pace with information technology advancements. The ultimate success of business process and job redesign depends on the ability of workers to learn new ways of doing their work through effective transfer of learning (Fadel et al., 2005). Workers who better understand redesigned jobs should then be more able to see the benefits of increased output that reinforce the hoped for positive attitudes of employees.

Preparing job descriptions that at a basic level include tasks and duties that employees are expected to perform should really be not






in dispute. Some expectations of job performance are desirable and helpful in the overall scheme of things. The shift in the area of the job design paradigm comes to pass in acknowledging the outcomes for which job incumbents will be held accountable. In a changing business environment responsibilities and priorities can change very rapidly (Zarowin, 2005). Therefore, the issue becomes how job redesign can support individual and organizational success through the monitoring of the achievement of predetermined job outcomes as facilitated by business process reengineering.

The slow evolution has been to move away from traditional job descriptions which are skills-based to those job roles which concentrate on broader abilities and successful behaviors of better performers which are outcome oriented and may be more easily modified as technological changes occur (Joinson, 2001). In other words, the successful performance of the job may no longer only rely on job knowledge to perform specific duties, but rather on how the job holder acquires the knowledge to continue to be proficient in their job performance. Therefore, as the duties and responsibilities of a position change, the job holder seeks methods of continuous improvement to stay ahead of the curve and to be constantly open to opportunities in and outside of their job areas to get needed activities completed successfully. The expectation is that these role descriptions may be a way to confirm that all employees are expected to step forward where needed and to learn a wider set of skills to serve the greater good of the overall organization (Leonard, 2000). A somewhat recent study in France (Meriot, 2005) reported on how job and competence descriptions have made those in human resource development realize the far reaching implications in the associated function of employee training and development. In order to define what a competence description requires as far as successful job performance, a






concerted effort to modify the preparation and training for the position is first needed to meet overall organizational goals.

An interesting point to note is that the changes in how job description are to be developed in the future have the common point of reference which is the role of technology in the performance of jobs. As has been mentioned, every job has been impacted by the role of technology to some degree. There is a full range of outcomes as a result of technological change and job performance. Professions such as information based jobs, telecommunications, the nursing profession, accounting, engineering among others are on the cutting edge of job redesign (Armitage & Shepherd, 2005). Since all jobs rely on the use of equipment and information technologies to some extent, even the jobs which have traditionally been not too highly technical in the past have been transformed whereby ultimate success not only relies on the use of ever changing technology but also on the ongoing realization staying ahead of the training and learning curve.

**Areas of Impact** Beyond the changes seen in the specific performance of positions throughout a variety of professions being effected by the upgrade of technical skills, pressures have been building for years that have had an impact on various areas of the organization. The main areas that have felt the impact related to the changes in job design brought about by technological forces are personal growth and satisfaction, position responsibilities and economics .

**Personal Growth and Satisfaction** When it comes to personal growth and satisfaction a gradual shift in job redesign has probably achieved the most desirable results. A slow to moderate shift has allowed the employee time to adjust and thereby minimized reductions in job meaningfulness. In addition, guarantees of





sufficient organizational support have provided opportunities for reinforcing training and job rehearsing (Rintala, 2005).

Technology induced changes in job descriptions and job skills have been acknowledged and adapted to through the experiences of the job holder. As might be expected, changes introduced in the workplace have been greeted with feelings of interest and excitement as well as fear and anxiety. For those who have felt uneasy, the shift to a newer set of job expectations has been extremely difficult or never occurred at all (Martinsons & Cheung, 2001). However, while many redesign initiatives have added to job responsibilities, required functional job retooling and the necessity to work with a variety of new employees from different departments, the chance of greater position autonomy has resulted in a feeling of more control over their workplace and the key events of success (Greenberg & Grunberg, 2003). The desirable outcome has been that the job holder not only accepted the changes but actually saw them as a challenge to perform and continually improve their skill set. A supportive response on the part of the organization in terms of positive personnel decisions such as promotional opportunities, increases in merit and supportive recognition has reinforced these behaviors and associated outcomes.

**Position Responsibilities** Redesigned job responsibilities that bring greater control and autonomy are being achieved through a greater participation in decision making at all levels. The process of job redesign in essence is facilitating a climate of delegation. A tradeoff of sorts is occurring whereby technology now allows a person in a professional or managerial position to perform the tasks once done for them by those at lower levels and in turn the lower level position is now free to pursue activities that require judgment and decision making skills. A valuable side effect is also



achieved. Increased feelings of control and more participation in decision making may reduce or prevent burnout because employees have the opportunity to minimize conflicts and now have the power to achieve desirable work related outcomes (Wall & Parker, 1998).

**Organizational Development** Successful Organizational Development should include a holistic view of the organization, an acknowledgement of attempting to achieve simultaneous changes throughout the organization, a dynamic and long-term perspective and attention paid to redesigning and further developing the work to be done (Gunasekaran & Nath, 1997). A key ingredient to position and organization development is the existence of informed leadership to have a vision, interpretation and the ability to communicate the value of redesigned positions. In addition, to achieve sustained results the organization must incorporate supportive training and clear linkages between performance and reward systems.


**Economics** There has always been a great deal of pressure to control administrative costs within areas of organizations where labor intensive cost structures exist (Swan & Giunta, 1994). The current economic conditions and realities of the increased current emphasis on controlling labor costs obviously acts as a significant reminder that any changes made to the requirements of any job should not increase costs to the organization. If changes made in job and position descriptions added costs without significant value, the result would be to discourage any further developments in this area. Key outcomes of each area of impact that result from technology driven job redesign are found in Table 1.

**Table 1. Job Redesign and Areas of Impact**

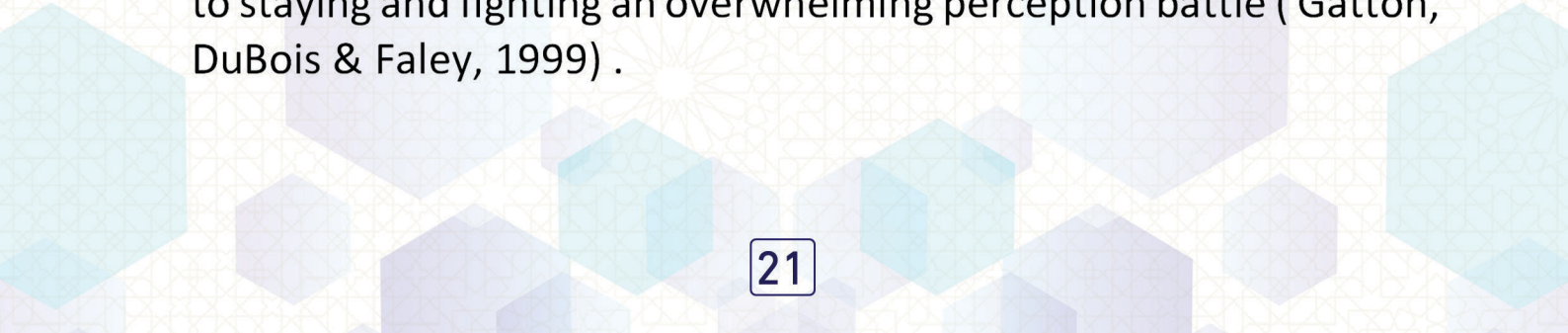


Area of Impact	Outcomes
<b>Personal Growth and Satisfaction</b>	<b>Job meaningfulness</b>  <b>Reinforcing training and job rehearsal</b>  <b>Functional position retooling</b>  <b>Perceived control and autonomy</b>  <b>Promotion and merit opportunities</b>
<b>Position Responsibilities</b>	<b>Participation in decision making</b>  <b>Facilitation of delegation</b>  <b>Required judgment</b>  <b>Reduction and prevention of Burnout</b>
<b>Organizational Development</b>	<b>Leadership</b>  <b>Training</b>  <b>Monitoring and Appraisal</b>  <b>Rewards Systems</b>
<b>Economics</b>	<b>Long run reduced labor costs</b>  <b>Job consolidations and created positions</b>  <b>Skill set cost absorption</b>





The Truth of the matter is that the required skill sets added to jobs in the administrative area have actually been absorbed without great fanfare. The standard practice of using advances in personal computer technology as a part of job performance proves that, for the most part, the training needed to apply word and data processing skills was and is being largely underwritten by the job holder. The transfer of the required performance of these additional duties and the associated skills to a professional job holder has allowed organizational positions such as secretaries to be assigned and pursue more administrative duties. Therefore, the eventual job redesign and reclassification for employees in these types of jobs begs the question, will redefined positions with "better sounding" titles and additional responsibilities command higher wages in the market? The answer probably lies with the fact that organizations will probably continue to expect higher job requirements but will not overtly change job titles or their methods of recruiting. The labor market in this area remains strong with significant pressures to more accurately reflect the true realities of job requirements for these job titles. Another fact that should not be ignored is the effect of long standing stereotyping associated with these jobs. Well entrenched beliefs change very slowly. Just ask the secretaries through the years who took the initiative to earn higher degrees beyond their job requirements and their rate of success in moving up their company's corporate ladder or overcoming the established stereotype. The truth of the matter is that in order to be perceived more accurately in terms of qualifications and added value to the organization they generally found it was easier to go back into the labor market and land a position more suited to their newly developed KSAs as compared to staying and fighting an overwhelming perception battle ( Gatton, DuBois & Faley, 1999) .





## **6- Technology and motivation in organizations now**

### **Four Ways to Use Technology in the Workplace to Motivate Employees**

Finding creative strategies to motivate employees isn't easy. Sure, employers can keep their employees engaged and motivated with benefits like free lunches, unlimited PTO and company-hosted social events, but for employers looking for something a little less conventional, try embracing more tech in the workplace. Here are four ways technology can help managers boost engagement and create a motivated workforce:

#### **1. Increase sharing and collaboration.**


Cloud-based file sharing tools like Google Drive and Dropbox are gaining traction within businesses both small and large. They can be helpful in motivating employees to get things done by eliminating basic frustrations in the workplace (i.e. spending entirely too much time searching for files in a disorganized shared drive).

In addition to making it easier to find and share documents with team members, cloud-based sharing tools can keep track of who's working on what and encourage collaboration among coworkers. Something these sharing tools have that traditional onsite file servers lack is the ability to access files remotely on mobile devices, which makes doing business while on the go easier than ever.

#### **2. Gain a better view of individual performance.**

We all want 360-degree performance management, but few of us have it. Talent management software is the answer to obtaining a 360-degree view of individual performance. Its primary purpose is to help managers gain a broader perspective on employees, since they can only see so much firsthand.





Seeing more means being able to do more for employees. Not only does it facilitate ongoing feedback and solicit peer feedback, but it can help managers and employees identify personal strengths and weaknesses to create a competency framework for individual development and succession planning. It also makes the performance review process a whole lot easier for both parties.

### **3. Provide and receive real-time feedback.**

The performance review tends to come around on an annual or quarterly basis, but feedback should be ongoing. Unfortunately, according to a 2013 survey of 6,000 HR professionals by the Society for Human Resource Management (SHRM), a mere 2 percent of employers provide ongoing feedback to their employees.


Rather than waiting for performance review season to dish out criticism and offer praise, automating the performance review process with HR software can make giving and receiving real-time feedback a cinch. Instant feedback mechanisms can significantly improve engagement and motivation by consistently guiding employees in the right direction. It can also give employees the ability to offer suggestions directly to management—and valuing employee input is yet another motivational tool.

### **4. Facilitate learning on the go.**

No one really *wants* to bring work home with them, but sometimes it's necessary to get ahold of certain work-related items outside of the office. Cue the mobile app. Mobile applications give employees the flexibility they need and want when it comes to file accessibility.

Using tech in the workplace that is mobile-optimized is important when it comes to accessing important company information or documents when not at the office. In fact, a 2013 Mobile Helix





survey of 300 IT decision makers estimated that their organizations would see nearly a 40 percent boost in productivity if key enterprise applications were mobilized.


There's no denying that the mobile revolution has forever changed the way we work, learn and play. When it comes to motivating employees, mobile apps are essential.

## **7- Technology and culture in originations**

Culture, and how to build and sustain one, is one of the toughest challenges for managers, especially in today's fast-paced, highly competitive organizations. Every organization wants to create a culture that works from a set of core values, where everybody is on the same page about what's important, where the company is going, and how it's going to get there. But what happens when the external competitive environment — and the direction of the company — changes? And what happens as advances in technology constantly change how customers and employees expect to interact with your company? How do you manage the evolution of your company's culture, and hold on to what makes you great, even as you change and grow?

Here at Workday, these questions have been central to our existence from day one. We were founded in 2005, and our cofounders, Aneel Bhusri and Dave Duffield who were both already highly successful entrepreneurs, understood that any successful culture would be built on a core set of values. For us, those values are employees, customer service, integrity, innovation, fun, and profitability. We are certain that our high customer satisfaction ratings and top spot on many best-place-to-work lists come from





our early recognition that culture permeates every sales call, every employee interaction, and every product innovation.


As a provider of cloud-based finance and HR applications designed to help companies change and grow, our customers rightly expect us to lead by example. At the same time, we listen closely to our customers' business challenges and successes — which in turn helps us change and grow.

While we hold on tightly to our core values, we strive to keep evolving our culture to meet the changing needs of our employees and customers. Perhaps not too surprisingly, technology plays a central role (after all, we're a technology company). But if you asked most people to list the things that create and maintain a strong company culture, chances are they wouldn't list technology. We've found that you can't create a culture just through values, new processes, or an organizational restructure. Those things are necessary, but we like to think of values as the beating heart of culture, processes and organizational structure as the brain, and technology as the nervous system that makes sure heart and head are working together to move us forward.

For us, giving our people tools that empower them to work how they want to work — in everything from finding their next career opportunity, to hiring their next employee, to making data-driven day-to-day business decisions — is critical to holding on to the integrity of our culture in a fast-changing environment. This culture of empowerment has helped keep the company true to the core values on which we were originally founded. Here are the main components of that culture, and how they work:

**Democratization of information.** In their personal lives, people have become accustomed to having access to any piece of information they want at a moment's notice. This hasn't always






been the case in the workplace. Data was usually kept in the hands of a select few, and extracting and using that data in a meaningful way was a long, painful process. But modern enterprise technologies and applications are pushing access to data and information to the front lines.

One area we see this playing out is within our own HR organization. At Workday, managers don't have to spend valuable time with HR discussing headcount or status updates on new job openings — they already have this information at their fingertips. Instead, managers can spend their time with HR talking about how to get top performers to the next level, keep people who are at risk of leaving the organization, and align workers to meet business objectives. They can focus on creating value for the business by mobilizing talent.

Another area where this plays out is in hiring. When it comes to recruiting for fast-growing companies, talent acquisition needs to be efficient without sacrificing quality. Our managers can see all interview, resume, and references information in one place from any device, anywhere. Whether sitting on a plane or walking between meetings, a manager can immediately see the hiring team's feedback and decide whether to move a candidate forward with a tap of their phone.

It's good for any company to be able to make faster decisions based on immediate access to data, but it's also good for the candidate — no repeated requests for a resume or work samples, no making them wait longer than necessary for news about next steps. And, with the race for top talent, speed-to-hire is crucial. And this says something to a candidate about our culture right from the start: We move quickly and we respect your time.





This democratization of information also enables greater transparency, which is critical to sustaining a positive culture. For example, we conduct online chat sessions that provide employees with the opportunity to ask our top executives whatever questions are on their minds. This is done in the spirit of keeping employees informed and is at the center of everything we do.


**Culture of opportunity.** Another area we're passionate about is creating what we call a culture of opportunity. We're not about stringent policies or old-fashioned career paths. We're about being transparent about new positions and opportunities that exist within the organization and then providing the tools and information our people need to pursue them.

For example, we are rolling out a tool that will give employees a personalized view of positions within Workday that are a good fit for them based on the actual movement and success of other employees who held similar positions. Besides a real-time glimpse into the vitality of the company and how it's evolving, it's an employee-centric view of possible career paths.

An employee can not only see what moves others have made, they can also reach out and connect to those specific individuals to talk with them about their experience. With a tap you can introduce yourself to set up time to connect or simply ask a question.

And as mentioned earlier, we listen to and learn from customers. Adobe, for example, often “pulses” its employees to get quick feedback on their experience. We were inspired by this approach when we built a tool that we use to ask one or two simple questions that can be answered via any device in a few seconds such as, “Has your manager talked to you about your career goals in the last month?” Our aim is to quickly and easily capture employee





sentiment so that we can calibrate our efforts to reinforce our culture.

**Performance enablement.** For us, performance enablement is an evolution of the traditional performance management process that stresses regular, ongoing feedback, and takes an employee-centric approach to helping our people thrive. Several of our customers, like Ellie Mae, are passionate about this approach as well and have set a great example to follow.

Measuring an employee's impact is more efficient and ultimately more effective thanks to tools and technology that allow us to regularly capture and aggregate real-time information.


The annual review process at some companies is not very transparent — and, there can be demoralizing surprises. It can also be demoralizing to only receive feedback once or twice a year. We now expect managers to have regular check-ins with their direct hires, ideally on a bi-weekly basis.

It doesn't make sense to only flag areas for improvement once a year, and more often than not, an early course correction heads off bigger issues. By the same token, there are many positive behaviors, such as suggestions for process improvement or innovation, which might not get immediate feedback in a more traditional environment that are important to encourage.

From a manager's point of view, regular check-ins give more visibility into not just their team, but how their workers are interacting with other parts of the organization.

In the end, our goal is to hire and retain the best people in order to provide the best service to our customers. To do this, we need to keep our employees happy, make sure they are challenged,





motivated, and engaged, and know that they are contributing to the overall success of the company. We want to keep learning, adapting, and listening to our people as we grow. We know that technology is most effective when it's designed to support and encourage the behaviors and processes that lead to innovation — and we believe that this is what will continue to foster our great company culture.

## **8- CONCLUSIONS**

It is also in the interest of an organization to keep and follow an open communication policy about the forthcoming technological changes in the system. All likely to be affected or otherwise concerned must be kept informed and should be kept in picture right from the initial stage. Employees should have access to all information about the changes an organization intends to bring and the skills that will be required for that. This will forewarn the workers and they will know where they are likely to stand in the new set up. This though delicate, will give them ample time and opportunity to plan their future and how they should change themselves in order to remain relevant to the organization.

Those who can get themselves updated with the addition of some more skills should be encouraged to do so. Since it is a humanitarian aspect, people have a right to know in what manner they are likely to be affected and how they have to meet the new challenges. Management approach has to be to absorb the surpluses as far as possible by absorbing the skilled, Natural wastage or voluntary redundancies.



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