Organizational Behaviour

Scott Patrick

Argosy University

Introduction

An organizational behaviour helps the management of an institution to design strategies that push the employees to raise their performance to certain levels depending on the prevailing situations. In the position of a leader, the provision of a favourable environment to the employees contributes to the success of its operations.

**Situation**

In some organizations, a behaviour exists whereby the employee's commands must be obeyed by the subordinates otherwise they are subjected to loss of job positions (Griffin et al 2016). Regarding this kind of situation, the subordinates are left with an option of performing to the expectations of the supervisor/ employee to escape the wages of job loss. Perhaps, this system's only form of motivation as an incentive program is the pay check. Any form of dissatisfaction can only be overhauled through resignation or immediate suspension of an employee. This kind of behaviour in an organization creates a fearful working environment for the staff with an ambiguity of the kind of mistakes that can cause disciplinary actions.

**Summary of the Situation**

This behaviour of leadership is referred to as autocratic regarding the fact that it creates a negative image concerning the form of leadership in the eyes of many people although it has prevailed in existence in the modern culture of corporates. In autocratic leadership, the leader makes the decisions without consulting the subordinates which cause dissatisfactory among the members of a corporate/ institution (Nelson et al 2012). Perhaps, this kind of leadership is suitable in instances and environments where opinions/ input of the subordinates are not required. Considering that the decision of the leader cannot be altered, then there is no need for discussion since no contribution is made by the participants. Apparently, this form of leadership has shown good performance in instances that require immediate and fast decision-making processes. An example of such a situation in the modern context is a poorly performing business and its revival requires immediate transformation for its survival.

Further, in instances where failure to make decisions or adopt a clear direction might be of consequences to the members of an organization, autocratic leadership style is appropriately suitable. For example, in the police, military or the fire brigade services where the failure of making an unquestioned immediate decision can lead to mass deaths. In addition, this form of leadership can suit situations where a group of people working together is completely inexperienced or no incentive services are offered to motivate them. An example of this kind of instance is a business firm that employs numerous inexperienced staff at a go, and thus autocratic leadership can kick-start the activities with speed and ensure maximum guidance of the process under certain conditions. However, in other situations in which an organization is owned in partnership, this kind of leadership behaviour underrates the opinions of others and as a result, the partnership dissolves due to misunderstandings or even bankruptcy.

**Analysis**

**McGregor's Theory**

In consideration of the theoretical basis of autocratic leadership behaviour, McGregor's Theory X explains the concepts behind this form of leadership behaviour and makes several assumptions. This theory describes why individuals behave in certain ways and the suitable leadership styles with regard to their acts. According to the findings of McGregor, leaders assume their styles of management in the beliefs and assumptions of ways of motivating their staff. In case a leader makes an assumption that his/her team receives no motivation, then he/she adopts an autocratic leadership style (Landy et al 2009). During his stipulations, he also noticed that such subordinates existed and that certain situations require autocratic leadership behaviours for their breakthroughs. For example, McGregor suggested that the behaviour suits circumstances that require production in large scales or consists of a significant number of unskilled staffs. If the employees lack motivation, skills and are unaware of the procedure, a leader should take the initiative of making decisions and supervise the subordinates to reach the targeted goals.

**Conceptual Framework**

In autocratic leadership behaviour, the supervisor in charge of controlling and regulating the rules and activities, with the subordinates should adhere to the given orders and be satisfied with the incentives they receive particularly in terms of basic salaries (Nahavandi 2014). The leader does not allow consider the opinions although he/ she can give his/ her subordinates a chance to give their opinions the end decision is based on the leader's level of understanding and judgment. Further, this leadership behaviour grants a leader large amounts of power in regulating the operations of the team he/ she is supervising which increases his/ her accountability and responsibilities relatively. As a result, the leader has the mandate to design the system containing the procedures and rules which are used by the team to work and reach the targets. In case of any failure, the blame directly falls on the leader and therefore he/she must implement his/her vision carefully.

Since the supervisor oversees the rules and methods of the operations, this leadership behaviour has a tendency of causing scrutiny which involves close monitoring of the subordinates by the supervisor which pressurizes them and makes the leader to be actively involved in the daily activities. About the assumptions of Theory X, autocratic leadership behaviour requires a strong incentive structure put to practice in the activities of the organization. This is due to the fact that there are no anticipations for the subordinates to work freely with zero rewards in this kind of leadership condition. The only benefits that the employees gain from this leadership behaviour are in monetary terms rather than participation in decision-making processes.

**Recommendation**

1. There should be motivating factors such as recreations in the welfare of the employees during periods of high performances to motivate them to work harder.

References

Griffin, R. W., Phillips, J. M., & Gully, S. M. (2016). Organizational Behaviour: Managing People and Organizations. Mason, OH: Cengage Learning.

Landy, F. J., & Conte, J. M. (2009). Work in the 21st Century: An Introduction to Industrial and Organizational Psychology. Oxford, England: Blackwell Publishing

Nahavandi, Afsaneh. (2014). Organizational Behaviour: Thousand Oaks: SAGE Publications, Inc.

Nelson, D., & Quick, J. (2012). Organizational Behaviour: Science, the real world, and you. South-Western Cengage Learning.