



## Talk on “ Understanding Behaviour in Organisations for Performance “

by Ir. Chew Weng Yuen

Ir. Chew Weng Yuen is currently a committee member in the Engineering Education Technical Division (E2TD).

The Engineering Education Technical Division had co-organized a talk entitled “Understanding Behaviour in Organizations for Performance” with Engineers Australia Malaysia Chapter, and the Institution of Mechanical Engineers Malaysia Branch, on 15<sup>th</sup> March 2018, at Wisma IEM. The talk was delivered by Ir. Dr. Ling Chen Hoe who is currently the Senior General Manager and Director of Meiden Malaysia.

There were 19 participants in the talk, and Ir. Dr. Ling commenced by defining human behaviour as a range of behaviours exhibited by humans and which are influenced by culture, attitudes, emotions, values, ethics, authority, rapport, hypnosis, persuasion, coercion and genetics. Organizational behaviour on the hand is defined as the study and application of knowledge about how people act within an organization.

Ir. Dr. Ling then proceeded to explain about the humanistic views of human behaviour based on the Maslow’s Hierarchy of Needs theory. The human behaviour based on the asymmetric and the symmetric relationships was also discussed. The MARS Model (the acronym MARS stands for motivation, ability, role perceptions and situational factors) that seeks to explain individual behavior as a result of internal and external factors or influences acting together was next shown to the participants. Ir. Dr. Ling mentioned that the four factors of MARS are critical and will influence the individual behavior and performance. If any one of them is low in a given situation the employee will perform poorly. These are seen as the four major factors in determining individual behaviour and results.

Ir. Dr. Ling next discussed on the topics of organizational levels of strategies, the corporate human resource (HR) strategy, and the alignment of HR strategy to business strategy before proceeding to delve into the topic of organizational performance. It was mentioned that one of the measures of an organization’s success is its ability to achieve real alignment, where strategy, goals, and meaningful purpose reinforce one another. This gives an organization a major advantage because it has a clearer sense of what need to be done at any given time, and it can trust its people to move in the right direction.

A basic organizational behaviour (OB) model that illustrates the relationship between inputs, processes, and outcomes of an organization was discussed next. The elements of an OB system which entails its management, organizational culture, leadership, communication, group dynamics, quality of work life, motivation, and its outcomes (performance, employee satisfaction, and personal growth and development) were elaborated. The “Big Five” personality traits which encompasses the five basic dimensions of personality namely, extraversion,

agreeableness, openness, conscientiousness, and neuroticism were shown and a model of how these personality traits influence the OB criteria was also illustrated.

Ir. Dr. Ling next briefly discussed about the hierarchy of people's attitudes in the workplace before proceeding to show an example of a people performance management system. The theories of motivation which consist of the "Needs" and "Process" theories were explained. A team effectiveness model was then shown to the participants before Ir. Dr. Ling delved onto the effect of organizational structure on *inter alia* innovation and creativity, conflict, power and politics, and eventually performance. The importance of organizational culture and its effect on performance was duly emphasized.

The "Theory of Planned Behaviour" was next illustrated together with the organizational factors that contribute to political behaviour. Pavlov's "Classical Conditioning Theory" and its application in advertising was being discussed to show the effect of behaviour modification and the usage of behavioral learning theories in the marketing industry. The steps that need to be taken in executing an organizational behaviour modification were also illustrated.

Ir. Dr. Ling then proceeded to discuss about performance organization models and the principles for organizational performance. Organizational theories namely, the "Contingency Theory" and the "System Theory" were briefly explained to the participants.

Ir. Dr. Ling concluded by reiterating that to be effective in an organization, it is imperative that an employee learns about human behaviour, explore how to improve his/her interpersonal skills and begin to manage his/her relationships with others at work. These are the areas where knowledge of Organizational Behaviour can make a significant contribution to the employee's effectiveness.

During the Q&A session, Ir. Dr. Ling engaged the participants in an interactive discussion over the questions raised, and the talk ended with the presentation of a memento to Ir. Dr. Ling by the session chairman.



*Ir. Dr. Ling Chen Hoe discussing a topic during his talk on Understanding Behaviour in Organizations for Performance.*