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Organizational Behavior and Change

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Executive Summary

Organizational Behavior is a study of human attitudes, behavior and performance in organizations. It has been proven to be very important and crucial for any organizations in order to keep growing and to survive in the current market. Organizational Behavior touches on many aspects including disciplines, psychology, sociology, cultural anthropology, industrial engineering, economics, ethics and vocational counseling (Draft & Marcic, 2004). Managers influence the success of organizational behavior and change as they are the person who will be giving orders and manage all the resources. It is considered normal for people to undermine each other, cooperate with, compete and support in an organizations this is due to different characters and attitudes each and everyone has. It is necessary important for managers to have sufficient knowledge why employees react to certain situations and have solutions in order to achieve a positive result.

Introduction

In this report I will be analyzing three case studies and will be identifying underlying problems within the organization or outside the organizations and provide necessary solutions and recommendations to wherever possible by also making use of theories and models from previous studies.

BRUTEL

BruTel is a Cellular company which was established in 2014 with a joint venture of two companies which are Brutel and Jaq teleservice. The mission of GO-Mobile was to meet the demands of telecommunication by offering innovative and high quality products and services. The company has around 565 staffs with ten retail branches throughout the country. BruTEL's business ranges from post and prepaid residential mobile communication services to enterprise solutions for commercial entities. The company offers voice, data, and two-way text messaging on UMTS 2100 and GSM/GPRS 900 networks.

Literature Review

Brutel company makes is a growing company, with the help of the CEO with a 25 years of experience Brutel was able to grow by making used different type of strategies. In 2014 Brutel signed with a China company Onglai to help update their old infrastructure and also launch a network stabilization program. The signing require a full replacement on mobile core network and their radio access network, the changes was merely expected since they are trying to upgrade their current infrastructure. Brutel further improved their operations by relaunching their websites which cover a wider range of services. They also support the Brunei Vision which allow them to gain popularity as one of the organizations who supports government while running business by creating various supports especially on educations, environments and supporting local entrepreneurs. Brutel had introduced a new strategy which is going paperless by replacing the traditional bill to e-bill as a way to support government and also to cut cost but they are issues which arise.

Problem Statement

If there are changes within an organization it is normal for problem to arise, Brutel had replaced the new infrastructure in a period of two years. This can be considered as a sudden change which can be dangerous and may cause resistance amongst the organization; this can become a major barrier to an effective. It is necessary for Brutel to undergo certain process before making changes as it will help to reduce problems and will allow a more successful implementation.

As part of Brutel strategy to reduce operational cost, they created an initiative which is to replace all the traditional bills into e-bills which is paperless. In today's world most people make use of emails and social media as a way of communication, it is hard to see people delivering paper letters now a days especially in a big modern city. Not only it cut operational cost but it also support the green initiatives but the problem is that replacing fully the traditional letter may cost them to lose customers including the old and existing customers.

Going green may result to many other potential problems such as, Technical issues can be a huge problem as the new initiatives rely heavily on the internet, any system crashed will eventually generate problems and losses of date. Having data storage to keep customer's data can also be expensive systems like iCloud is relatively expensive not only that converting the original customer's data to digital may take up some times which may results to delay in bill distribution

Security is one of the main concerns, it is necessary to hire an IT expert in order to maintain data for safe keeping, training new IT person can be also expensive. This process is necessary because it involves customer's personal data which are needed to be kept safe at all times.

Solution and Recommendation

Sudden changes in the infrastructure meaning will automatically changed the structural, it is necessary to have control due to the changes made. (Draft & Marcic, 2004) Mentioned that Control is intended to check whether the plans for capacity, scheduling and inventory are actually working. Without control, there is little point in planning, as there is no mechanism then to learn from experience. The process involves 4 processes which are;

- Setting objectives- setting directions and standard
- Measuring- seeing what is happening
- Comparing- relating what is happening to what was expected to happen
- Acting- taking short-term or long-term actions to correct significant deviations

There are challenges when it comes to new change towards the organization, often people had overlooked and ignore which resulting to failure. (Biasko, 2016). There are few highlighted challenges which are needed to be look into to be able to manage challenges.

Once they are new challenges it create a new multiple teams, since it is replacing the traditional way to e-bill, a new team will be eventually created to managed the new system as it needs certain skills in order to operate.

It is also necessary to align the current vision and mission after the new changes and making sure that it is still align. It is necessary for supervisor to make sure it is being lightly controlled and being reviewed.

Due to new changes it is also necessary to have a contingency plan incase the project didn't work. The new project may not work even there are test carried out so a backup plan is rather beneficial especially when implementing new systems and infrastructure. "Hand-in-hand with managing changes, a solution that incorporates roll-back functionality helps you effectively plan, assess, and implement a roll back plan in any situation to reset your quality system or your environment to its prior state" (Biasko, 2016)

Since the new infrastructure replaced the old 3G to the new 4G network. Changes usually needs to undergo certain process of approval so while waiting for the approval wrapping up the project will eventually helped create a new system which enrout everyone to be on track

Sumbiling Eco Village

Ecotourism in Brunei, Brunei Darussalam is situated on the Northwest coast of the island of Borneo, which is bounded to the north by the South China Sea, Being advantaged by having forests, the government of Brunei Darussalam considered ecotourism as the potential to generate income for the nation. Sumbiling Eco Village (SEV) is a social enterprise company which aims to conserve the environment and simultaneously bringing in economic benefits. Moreover, it is a community based business where the local community (especially the Iban tribe) is involved.

Literature Review

Sumbiling Eco village is a social enterprise company which aims to conserve the environment and also support the economy. It is runned by local company sanctioned with the local tribe (Iban). SEV has been busy in trying to expand their business and looking for opportunities to launch it tourism business. The aim is to maintain local culture while enjoying the nature. It offers service for both daily and overnight trip, and gives the opportunity for the tourist to experience the local picked vegetables grown and harvested and the local area. The local growing those vegetable was also in support to avoid erosions since it is located near the river bank and also as and addition to decrease carbon dioxide emission. SEV gives tourist the opportunity to experience the "kampong" living style where there are no electricity available and also low network coverage including no Wi-fi, this is so that to enhanced the experience of living in the nature. The owner SEV also planned to rear animals since the local tribes have the ability to obtain resources for rearing the cattles. As for now SEV are training workers to preserve the environment, while allowing them to market SEV through social media and allowing past tourist to review the place as part of their strategy. Due to constant heavy rainfall and humidity the owner of SEV has no other option but to fix certain area by man-made process as the maintenance are reoccurring and expensive if its by natural fixing.

Problem Statement

Environmental Effect, although eco tourism focuses on conserving the environment while enjoying the nature but there are actually detrimental effect. Taking example of from the case, due to occurring erosion he has no choice but to make used of the man made fixed due to a cheaper maintenance cost, we can see that it shows that no matter what it will somehow destroy the nature. Another thing is that as the destination grows in popularity more people will come and the nature often suffered from overuse. With no doubt that human interruption will result to change in the ecosystem and further destroying the nature. Finally is Temburong is located in a very remote area, the transportation and other sort of vehicle can be expensive and often leaving carbon foot print which destroys the nature.

Talking about financial economy, Sumbiling eco Tourism is still at the development stage whereby the local markets are yet to be influenced. Influenced market will result the locals to overpay their necessities because often businesses outside the place flock to Temburong and put an expensive price tags to their goods to maximize their profits. The original residents will eventually suffer with overpaying as they have to pay for the same price as the tourists for foods.

Lacking of accommodations are also one the main problems for Sumbiling eco village, the article mentioned that they are able to accommodate day trip tourists even with a large number of people but weren't able to accommodate for staying overnight tourists. Due to this it limits the number of people staying overnight and will eventually make tourists lose interest in visiting Sumbiling Eco Village.

Culture Problem are one of the problem identified, if Sumbiling Eco Village decide to expand their business, and other companies decided to buy lands and build hotels or tourist attraction areas this will result the local residents to lose their traditional job like farming and cattle ranching. Due to this they have no other choice but to take low paying jobs working at hotels and shops. Culture and other practices will be abolished leaving no meaning and also eroding their traditional importance (Woods, 2018)

Solution and Recommendation

Fixing certain area with manmade method is not a problem since the new technology are proven to be more effective and cost efficient, in condition that it doesn't disrupt the natural environment. But what the owner can do is to restrict that area for a period of time until the nature fix by itself to allow it to restore by itself. Reducing carbon footprints are one of the main issues especially in eco tourism industry, most known companies take actions by creating mode of transportation which do not use engines like by allowing the tourist to take either canoe, bicycles or by walking. This allow the tourist to have the opportunity to enjoy the nature along the way before reaching to SEV

Regarding the financial problem, it is very important to avoid this problem. Local tribes usually do not have stable income as they main source of income are usually through selling vegetables in the market. "Among the rural population, hill tribes are a disadvantaged and vulnerable group of society, being largely dependent on agriculture for income and employment" (Miller, 2018). Local companies or government should overcome this problem by providing subsidy for the

local tribes, they will still pay the normal price but their money is either supported by government or the company.

Accommodation wise is always a problem, building more houses in remote area can be very expensive since the cost of travelling can be very expensive and also may destroy the natural environment, in order to overcome this problem creating a small hut by using a little resources from the nature may help to solve this problem. It is necessary to replace the cut down trees with new trees. Another solution is by providing a sleeping bag for the tourists and preparing a safe spot for them to lay down their bed, although this is dangerous but most tourists love the experience of the nature and some are willing to create their own hammock outside their house just to enjoy the nature.

SCOT

Society for Community Outreach and Training (SCOT) is a non-profit organization which aims to fight poverty. It was established in 2011 and has been active in workshops and trainings. One of the aims of the company is also to create sources of incomes for the poverty as this will help them to have a more sustainable life. SCOT has been actively generating income through sponsorship and also through its campaign. One of their biggest projects is the Green Xchange project where they offer an exchange of money through every waste collected. They also operate outside Brunei which is in Cambodia, the program is to teach English to the underprivileged kids.

Literature Review

Scot is a NGO company, their aim is to fight poverty by creating initiatives like the Green Xchange, this project is allowing people to collect waste materials and giving them \$1 for every one kilogram. They are also busy doing charity work outside Brunei teaching kids English in Cambodia. One of their biggest projects is the Green Xchange and it is the only project which helps them to generate funds for the organization. The people of the organization are well motivated and are lacking in manpower when it comes to bigger projects. SCOT have been collaborating with a lot of big and known companies to support their campaign. They also create initiatives by teaching knowledge to people in Cambodia on agricultural processes and poultry farming.

Problem Statement

Every NGOS all around the world usually had the difficulty to maintain enough funds, since it is a non-profit organization all their operations are for charity purposes which disable them to receive profits. It is hard to maintain a permanent source of income and also it is hard to look for sponsors who are willing to contribute towards NGOS.

Another problem is lacking in strategic planning, it is also another common problem with NGOS as they do not have a sustainable and cohesive plan which will enable them to be able to measure the success in their activities and missions. This is due to lack of effectiveness in capitalizing the source of income.

Next is the failure to have a proper board and governance to maintain effectiveness of the organization, often we hear NGOs have a very active president but that is it, all of the jobs are as if done by one particular person. Lack of job specialization and lack of chain of command which resulting to why NGOs often fail. Another problem arise for poor governance is duplicated effort, without realizing NGOs create a new event and a new initiatives but it turns out to be the same initiatives from the previous one but with a different name used.

Lacking of manpower, from the statement of the case it shows that their project requires man power. Not many people are willing to participate in contributing their efforts towards a good cause. It is hard to find a real skilled person volunteering himself in doing workshops and trainings for charity purpose, so the person carrying the activities is either lacking in skills or no experience which resulting to unsatisfied outcome.

Another problem is that SCOT is actively finding solutions to fight poverty and teaching under privileged kids outside Brunei, as stated they had helped people in Cambodia to find sources of income over there when they should be supporting and fighting poverty locally and allowing the local to harvest foods and poultry farming to help the local economy and helping the locals to be more sustainable.

Solution and Recommendation

In order to have a more sustainable funding SCOT should locate opportunities, being able to find companies who are willing to fund their cause by being able to give something back in return. This will allow them to fulfill their vision and mission. There are companies who are willing to support their cause providing that the SCOT must answer to all their criteria provided, as an example BIBD are willing to sponsor SCOT but in exchange they had to provide workshops and trainings for their new recruits as a way to cut their cost. This will able them to maintain income and have a fixed source of income. Another way to fund SCOT is through a well written proposal, going to a fancy restaurant with shorts and sleeveless is very inappropriate and seem to be unorganized but imagine if the person is wearing a proper formal shirt and well dressed is more appealing and organize, same goes to the proposal, a well written proposal enable SCOT to have a sponsorship.

Lacking of manpower can be overcome through on demand advice from the experts; experts are often expensive to summon them for organizing workshops. So what can be done is asking advice and guidance when conducting and carrying out workshops as their skills can be very crucial and useful when doing projects. With the skills SCOT can become more efficient, streamlined and also organized.

Another solution for the man power lackness is through creating a collaboration with high institutes and colleges. Students volunteering for SCOTs will gain certain credits and highlighting that the experience they obtained can be useful in order to get a job.

Case Analysis

Brutel involves a transformation process, green initiatives are beneficial but towards certain extend, removing the product from the market can be a very bad idea as this will not only enable them to lose customers but also remove a clusters of customers. Many people often prepare the old traditional bill as they help to set as a reminder for them to pay the bill. It is true that now a days people used to check cell phones and tablets like every minute but less people care about checking their emails and often ignoring them. When switching to a new project it doesn't take overnight it takes a certain period of time, they may still use the traditional billing way but as times goes by slowly they can start removing it and changing to other method.

Talking about changes, according to (Boddy, 2011) there are certain way in order to coop with changes and at the same times achieving the company goal. There are four types of modern applications of the rational goal model which can help to achieve the company's goal. Which are;

- Systematic work method- Work study and process engineering departments develop precise specification for processes
- Detailed division of labor- Where staff focus om one type of work or customers in manufacturing or operation service
- Centrallised planning and controlled- Modern information system increase the scope for central location of worldwide operations
- Low- involvement employment relationship- using temporary staff as required, rather than permanent employees.

The importance of team dynamic can be crucial for an organization, it often lead to the success of strategic changes and without the human it is impossible for the strategy to imply and achieve their goals. A strong team are created by different unique and attributes of the person as mention by Mark Parker

This technique will help Brutel to analyse the management problems and as part of solution. According to Mark Parker Follet theory (Boddy, 2011) She believed that human relations model have the ability to enhance creativities, she believe that there is no such thing as individual and society, there is only the group and the group unit. She also mentioned that the likeliness and the unlikeliness and the spiritual energy which unites them

Alternative Solutions

After all the root of the problem are often because of poor management, either not being able to organize the current structure or not being able to align with the company's objective. An open system models is one of the way to overcome the problem as it interrelates parts designed to achieve a purpose.

An open system model is a very widely used model, it is built on earlier work in general system theory and has been widely used to help understand management and organizational issues. The basic idea is to think of organization not as a system but as an open system (Boddy, 2011)

This open system will allow and draw a link between the internal part of a system and the external part of the system. The external part of the system consists of (input) people, finance, material and the internal environment is the transformational process which connects to the other side of the external environment which is the output consisting of goods, service, reputation and waste. It is important for the organization to satisfy the external environment to ensure that they will continue to provide resources.

Another worth mentioning is the subsystems within the internal environment, the subsystem will interact with each other and how well people manage the links affects the functioning of the whole system. A change in one of the links will have high impacts towards the other system thus it is merely important to maintain. Management system consists of Business processes subsystem, people subsystem, finance subsystem, technology subsystem, power subsystem, culture subsystem, objective subsystem and finally structure subsystem.

Management Approach,

In order for companies to be strong in the market and gain competitive advantage it is necessary to always reanalyze and reorganize the competitive conditions in the environment, this will give the organization the ability to adapt to the new situation and ever changing market. It is also believed that a company with a very strong structure gives them the tool to achieve their strategic goals better. Every organization and business are struggling to manage and reorganize because of the constant changing market, organizations now a days are aiming towards e-business. For example during this covid-19 season most countries don't allow their people to go out, people make use of online businesses to buy their necessities but companies who do not have online business platform will be at a disadvantage or even close down. The organizing process allows the birth of organizational structure.

The most common organization structure is the vertical structure, organizational structure allow for a better resource management and job specification. Breaking employees into different departments is part of job specification in this way employees will focus on certain particular job according to skills owned. (Draft & Marcic, 2004) one reason for this is specialization which is also known as division of labor. This will allow employees to focus on what their best with and also to improve quality and output, this method is often used by car manufacturing industries where employees are divided into different sections and each sections act as a chain process from one person to another. Although job specialization tends to minimize the job scope of a particular person and often small but with this method it allow to increased efficiency. "Specialization is to create economies of scale in which it allow to increase productivity and minimize cost at the same time. Imagine a person doing the same job every day all around the

year, they tend to master the job and be able to get the job done quickly and very efficiently. When workers are efficient, they are also productive, so one of the major benefits of specialization is that it frees your employees to focus on doing one thing and doing that thing well". (Quain, 2019).

Chain of command is in an unbroken line between one person to another, this often happened between the higher management authority to the lower management authority and further the employees. This method allows the employees to be distinct between the employees and the supervisor so that it can maintain line of power especially when knowing who to report to.

Span Of Management refers to the number of employees are under the control of manager. Span of management allows the subordinates to be under close supervision, this allow the manager to be able to monitor closely on the operations thus it will minimize human error.

Another management fundamental is centralization and decentralization, with no doubt big companies usually have multiple stores all around the world. This requires a supervisor who will be in charge of taking care of all the employees. It is impossible to take control of one branch outside the country away from the headquarters, so this is where decentralization come on where authority are given to the supervisor by the higher management authority. Meanwhile centralization is when a company decision are solely decided by one headquarter and the supervisor have no authority to make decisions, this often takes a longer period of time since it goes through a wide area chain of command.

Recommendations

Classical Approach, using scientific management as a way to manage behavior and changes within the organization, studies by Frederick Winslow Taylor (Draft & Marcic, 2004) suggested that organization limited success doesn't only cause by poor management but he insisted it is due to constant changing of the market and can only be identified through scientific studies. His philosophy also mentioned that " in the past man has been first. In the future, the system must be first". His idea begin to increase productivity across all industry until today.

Bureaucratic Organizations

Develop in Europe that look the organization as a bureaucratic organization and the concepts are as follow;

General Approach

- Develop standard method for performing each job
- Selected workers with appropriate abilities for each job
- Trained workers in standard job
- Supported workers by planning their work and decrease interruptions
- Incentives as a way to increase output

Contributions

- Explain the importance of compensation in performance

- Instated the careful study on tasks and jobs
- Show the importance of selection and training

Criticisms

- Do not acknowledge the difference between individuals
- Assume all workers are all the same and ignored ideas and suggestions

Administrative Principles

Mary Parker Follet, this approach focus more on the productivity of individual worker. This theory is based on Henry Fayol which are;

- Unity of command- emphasizing that commands are only receive by one and only one superior
- Division of work- job specialization allow to increase productivity and improve quality
- Unity of direction – Similar group should be grouped under one manager
- Scalar Chain- a chain of authority extend from to bottom and should include every employees

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