

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



**MASTER IN MANAGEMENT**

**BM-5102 : Organisational Behaviour**

***Reflective Critique Report***

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**SCHOOL OF BUSINESS AND ECONOMICS**

**UNIVERSITI BRUNEI DARUSSALAM**

**2020**

Alhamdulillah, all praise to Allah with His permission I am able to finish all the tasks given by my lecturer. I have admitted that BM-5102 Organisational Behaviour was a challenging module for me compare to other modules. At the same time, it enabled me to cope and learn all those new challenges, so that in the future I could build a strong stage for myself. To some extent, the occurrence of COVID-19 in Brunei Darussaalam put more obstacles to follow new norms. The obstacles such as the lecture have to be done in virtual way, so it made less interaction between lecturer and students. It is known that there are many students enrolled in this module, hence, not all of the students received good attention as there were barrier between them. Some students only came to online lecture just to hear the lecture without taking it seriously. Due to this, the lecturer had to ask everyone to open their camera, so that they could be seen by the lecturer and paid attention to the lecture. But I am sure, if the lectures are to be done in physical way, more interactions between the lecturer and the students, the more students will benefitted from it as well. As it lessen the barrier of interaction between the lecturer and the students. From here, I could see virtual lecture is not as practical as a physical lecture.

During the first online lecture, it was tough for me because the lecturer was asking everyone to participate by contributing ideas and dare to speak on the related topic given. Honestly, I did not come from a management or economics related background, hence I was afraid to speak up during that lesson. I feel overwhelmed by what had happened in the class that day. However, I pushed myself to speak and participate in the discussion. After the class ended I realised that, slowly, I am gaining confidence in the class. I found it fun to contributed ideas during the sharing session. Also, my knowledge for the module is increasing because of it as well. By this, it taught me to not be afraid to share ideas even though my background was not from this faculty. It benefits me as I learnt a lot and practise to not to be afraid in front of everyone. Thus, the sharing session is beneficial for everyone as it gives valuable lesson to speak in front of everyone.

I am now majoring in Master in Management and this module, has taught me a lot in term of organisational behavior which the behavior that is related to individual, group and organisation itself. In the future, I am sure I will become an employee and all of this knowledge that I learnt from this module will not get wasted. I am grateful that this module helps me so much to know what kind of behavior in the organisation and how I should deal with it. The knowledge and skills I have will be a stepping stone for me to manage the task in a good way. Also, as to polish our skills and to apply our knowledge on this area, the lecturer has given us several assignments to be completed. The two major assignments are Case Study and Individual Analysis Paper. Case Study was assigned in a group with 3-4 members and topic was given by the lecturer. For Individual Analysis Paper, it was individual task and all of us had to think the topic and it must relate to organisational behavior.

## *Case Study*

This assignment was done in a group with 3-4 members. The selection of members was random and we were asked to form a group and select a topic given by the lecturer. All the topics were posted on Microsoft Team Channel and it was first come first served. At first, our targeted topic had been taken but we managed to seize the topic from our second plan. Our topic was “A Study on Individual Readiness for Organisational Change during COVID-19: A Study of Educators in Brunei”. Basically, it was to do with educators and all of what we need to do is to collect the data specifically from educators in Brunei. At the beginning, from our thoughts, it was a design questionnaire to be conducted and distributed to all the educators in Brunei. We have managed to get the data within 50 respondents through online survey. However, there was an issue of validity as we did not ask the participant to sign the consent form when answering the survey. It pushes us to redo our data collection again. Furthermore, due to faculty's procedure, any kind of research must filled in the “Research Ethical Application” form in the first place and wait for the approval from the Ethic Committees before we can proceed with our research again.

Unfortunately, the Ethics Committee did not approve our application because of the short period of time to carry on the research. We only had 2 months left before submitting our research. It is estimated, half of the groups in the class were not given approval from the Ethics Committee. This affects our research design so much and we were asked to change our research design. Since we were not managed to get approval from Ethics Committee, we were asked to change the research method into a secondary data. For a better future, it is the best for the students to be brief by the Ethics Committee or even the faculty on how to conduct research properly. The Ethics Committee and the faculty could hold a briefing session in the first week of semester. By doing so, the students are aware of the procedure and protocol that needs to be followed. In addition, we will have much more time to carry out the research within the semester. The students will also be able to plan the research better and fully prepare and ready with what awaits them.

After we changed into secondary data, we have to change everything on our research. We decided to rename of our topic and it was “Readiness of Educators, Parents and Students towards Online Learning during the Pandemic of COVID-19”. Our division of task was to find as much article to be compiled together. The keywords of the articles were online teaching-learning, educators, parents, students, pandemic COVID-19. As there were lots of changes, the lecturer decided to extend the submission of the case study to 7<sup>th</sup> November 2020. It was to give more time for us to revise our study. It was also an opportunity for us, as there were lots of assignments from other modules that needed to be considered as well. It gave us more space and room to breathe to finish our assignments one by one. Also, the lecturer had posted sample of report in using secondary data. This was helpful for us as a guide on how to write good report in using secondary data.

Our group was always gave full commitment to finish the task on time. Everyone never failed to cooperate in attending the physical and virtual meeting. We even held a meeting in almost at late night through online meeting. This was due to others commitment such as family commitment needed to be considered and priorities first. The applications we used were Microsoft Teams and Whatsapps. It was actually a good thing to have online meeting as it could reduce the spending of time. It is clear that online meeting brought benefits to us in reducing the time. However, sometimes I would like to have physical meeting. This is due to the discussion to be more productive. In seeing team members in physical way, more interaction could be happened. More to say, online meeting is depending on strong connection of internet, so the internet connection has to be strong. At the end of stage in finalising our case study report, we had agreed to have physical and online meeting in checking our task report. It was a good way to double check our report before we submit to our lecturer.

In brief, Case Study Assignment in this module formed many unforeseen circumstances as there were many obstacles we have to face such as the validity of data and Ethical Approval. It was a good lesson for everyone to prepare as early as possible, so that the research can be carried out in a smooth way. Also, it gives a valuable lesson for us on how to conduct the research in a proper way as to provide a validated data for a study.

### *Individual Analysis Paper*

For this task, it was assigned individually - hence it's named. I have learnt so many things especially doing the individual research to collect primary data. I have never experienced doing the research to collect primary data individually. During my undergraduate studies, I obtained my data for a research by working in a team but for this postgraduate study, it allocated mostly as an individual work. It can be seen that the workload is heavier compare to during the undergraduate time. At first, I was afraid even though I have experienced conducting research but it was in a team work. I have to challenge myself to be able to conduct a research in an individual way.

The topic was decided by the students but it needed to be consulted with the lecturer to get the approval. Once the lecturer gave permission, then the research can be conducted. However, it needed to be brought up to the Ethics Committee first for approval. Luckily, my application was approved and I could conduct my research and collect my primary data. Compare to the Case Study assignment, my group was not be able to get approval for the study; hence the research method was revised drastically. However, since my application had been approved early this time, I could use primary and secondary data for my research. It was an advantage for me as there are more resources I could use for my Individual Analysis Report

To conduct the research, ethical consideration is needed to be emphasised. My research was involved doing interview and questionnaire to the selected organisation. I have chosen Non-Government Organisation (NGOs) for my research. I have to follow the protocol and procedure as an ethical for doing the research. In order to follow it, the consent form will be given to the participants as to protect their anonymity. The interview session conducted in a private room as to protect the participants and data. This is also to protect the privacy of the respondents. When I have all of these, it enables me to conduct the research in ethical way. Therefore, it is important to obey the procedure and protocol which has been set by the faculty.

The challenges I faced during this research was time constraint and refusal of respondents to fully cooperate. The waiting of approval from the targeted organisation to conduct the research took 1 to 2 weeks. This made my research so difficult to be carried out as what I have planned in my time planned does not go align with what really happening. The deadline of the data collection needed to be push forward. Moreover, there are some of the targeted respondents refused to participate in my research so; I have to find other respondents who were willing to cooperate.

I only have 2 months left before I submitted my research. At this moment, I had been informed that there was a chance that the faculty would ask the researchers to cancel doing the research. This was due to short period of time less than 2 months in conducting the research. At first I felt down because there was chance that I would not be able to continue on my research. It was still in discussion within the faculty members either they allowed or not for those who had been given approval from the Ethic Committee to continue their research. Luckily, after the discussion and consideration, they agreed to those who have been given approval earlier by the Ethic Committee would be able to continue their research. My spirit increases upon hearing the latest update by the faculty. Even though I have only two months left with obstacles from both sides, I am determined not to give up and still carried out the research.

More to say, after done with collecting the data, I have to coded and grouped all the data. Again I came too realised that data analysis took much more time than what I have expected. I have to push myself to make sure I could finish the report within the two months period. Also, to find more sources to support the argument took more time as well. Yet, as I mentioned, I am determined and still determined that if I give more efforts on this, I could receive better result. This situation reminded me with the motivation theory by Vroom. Vroom's theory of expectancy describes where individuals will be highly efficient and inspired if two criteria are met (Eerde & Thierry, 1996). Firstly, people feeling their efforts are likely to lead to good outcomes and secondly, people often think that they will be praised for their results (Eerde & Thierry, 1996).

Henceforth, I would like to recommend if this module could be offered for at least two semesters. This is due to the limitation of time in doing the research - it was not enough time for one semester only. This assignment is kind of interesting especially for us to learn more about

organisation and management. I am proud to say that I learnt a lot from this assignment and this module - my understanding towards management problems, and my ideas to come up with better strategy and ways on how to overcome the problems is developing. I would say, my problem-solving and critical thinking skills have increases in this module. World Economic Forum (2020) claimed those complex problem-solving skills and critical thinking and analysis as their two out of top 10 skills for job requirement in 2025. Therefore, overall this module does not help me to develop my personal skills only but also, it builds my professional development as well.

In today's world, Musa and Idris (2020) claimed that common issue regarding youth unemployment in Brunei, was mostly due to the lack of knowledge in essential career development, that are vital to the entry of labor market and success - and this is true. While conducting the research I came too realised that there were actually many skills that the young members or young leaders from the certain organisation were lacking off. World Economic Forum (2020) emphasises on top 10 important skills of 2025 and to name a few - leadership and social influence; resilience, stress tolerance and flexibility; reasoning, problem solving and ideation and; active learning and learning strategies. This does not reflected on some of the participants. Some showed their unprofessionalism which is very disappointing.

The topic of my individual research is Conflicts Resolutions: Leaders as Mediator in Solving Task Conflicts from the Perspective of the Members in a Non-Government Organisation (NGOs). Basically, it is discussing about how a leader to erase or eliminate the task conflict within the organisation. It is also to understand how the leaders control its management. For this topic, it is good for me to have deep knowledge on the leadership style in handling the task conflict. By doing this research, it enables me to gain more advantage in polishing my skills on how to become a good leader. Muteswa (2016) pointed out, the qualities of leader are self-confidence, courage and creativeness, ability to express the vision and goals, shape the correct environment in the company, honesty, integrity and accountability, humbleness, accept the error, responsibility and expertise to spot the talent. From all these qualities, I am able to match it with my research to see the comparison from my research on the qualities of leader. I hope my research can be useful for current and future leaders in Brunei. I would also hope that the leaders would understand that what make a leader are their members. Hence, I would like to heavily emphasise on the perspectives of the members towards the qualities of leaders in understanding the effectiveness of the leaders' role. At the same time, the leader can also polish their skills as mediator in solving the task conflict in an effective way. Through my research, the audiences do not only be able to improve their leadership skills but also would be able to think analytically, critically and creatively as I tackle the issue through the members' side as well.

To sum up, for this module has given me a valuable lesson in term of preparedness in doing the research especially in gathering the primary data. Also, it teaches me to provide a backup plan as there will be unforeseen circumstances which can affect to my research project. There are lots of circumstances I have to face them. Strong physically and mentally are needed to

cope those challenges. For my research, it is important especially for the leader to improve them in polishing their skills on how to become an effective leader.

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