Review Article

Comparison of the Models of Organizational Behavior: A Review

Wibowo
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Abstract

An organization is composed of a variety of human behaviors to reach common goals. The unity of behaviors forms a model of behavior that determines the performance of the organization. The organizational behavior model is helpful to know more clearly what an organization does. There are five (5) models of organizational behavior: autocracy, custodial, supportive, collegial, and system models. Every model has three impact elements, based on management orientation, employee side with three sub-elements, and performance results. To understand the organizational behavior model, it is important to put the model appropriate for an organization. The speech writing unit is an organizational line that often changes the leader. Basically, this study is an attempt to look at the right behavior model for an organization. To determine which one is more suitable to implement, every leader in the speech writing unit must consider all the basic elements of each model. The result is that no model is permanently implemented by a leader. Every leader always changes their organizational behavior model according to the situation they face.

Keywords: Behavior; Organizational behavior model; Impact elements.

1. INTRODUCTION

Organizational behavior is a rather general term that indicates the attitude and behavior of individuals and groups within the organization, with respect to the systematic study of the attitudes and behaviors, both personal and interpersonal concerns in the context of the organization (Roberts, 1987). Organizational behavior is the study and application of knowledge about how people act within organizations. Organizational behavior has a goal of helping managers make new paradigm transition. Some of the new paradigm characteristics include the coverage of second-generation information technology and total quality management such as empowerment, reengineering and benchmarking, and learning organization for managing the diversity of work (Praveen, 2011).

Based on both opinions, organization behavior is an important aspect that influences the individual role in an organization. Organization behavior is a field of study that investigates the impact that individuals, groups, and structures have on behavior within organizations for the purpose of applying such knowledge to improve organizational effectiveness (Robbins and Judge, 2015). Human behavior is a function of the interaction between the individual and his environment; the interaction means that an individual and his or her environment affects each other and can determine the behavior of both. The intended environment can be either a group or an organization.

The organization is an entity consisting of a group of people/individuals. The organization also consists of various human behaviors in it. So the behavior of individuals in the organization impacts organizational effectiveness. Organizational behavior becomes an important study to develop more effective organizational knowledge. The behavior of organizations formed by different characters in each individual in the organization, and on the character of the organization also called models.

A model is a plan or representation that describes an object, a system, or a concept, which is often the simplification or idealization. The model can be a physical object (mock-ups, prototypes), a model image (drawings, computer images), or a mathematical formula. Model is a plan, representations, or descriptions that describe an object, system, or concept, which is often in the form of simplification or idealization. This may be as a physical model (mock-ups, prototypes), the model image (image, computer image), or mathematical formulas.
An organizational behavior model is a management mechanism of an organization that shows the skeleton and the arrangement of the embodiment of a fixed pattern in the relationship between functions, parts, and positions; and the behaviors of those who show the position and the assignment of authority and responsibility is different in an organization. Several organizational models often adopted today are: 1) Autocratic Model, 2) Custodial Model, 3) Supportive Model, 4) Collegial Model, and 5) System Model.

The models of organizational behavior help us see more clearly what an organization does (Falletta, 2005). These models are used to 1) improve our understanding of organizational behavior, 2) categorize/manage data about the organization, and 3) interpret data about the organization.

Different organizations depend on the quality of behaviors that develop within the organization. The model used by leaders/managers is based on certain assumptions about people's organizational activities. Therefore, to get the exact model for an organization, it is necessary to understand each model of organizational behavior that exists today. Examining each concept model of organizational behavior is very important to understand its advantages and disadvantages.

Local governments in the context of the Government of Central Java province in Indonesia have the concept of reform of organizational structure every two years, even less than before, so leaders often change. Similarly, in the field of Organizational Unit Writing often welcome a change of leadership. This study was conducted to describe the model of the organizational behavior of every leader who had been a Pepin on speech writing unit in Central Java government. Since 2006 until 2015, there has been a change of leaders five times, while the staff was really permanent.

Most studies only determine the organizational or personal behavior in organizations, such as the behavior of the procurement process not being transparent (Ahmad and Adnan, 2014), or deviant behavior on the release of morals (Ntayi et al., 2010) or the impact of organizational culture on organizational performance (Shahzad et al., 2012). Everything never discusses the organizational behavior model that is implemented in an organization. An organizational behavior model is created by the cooperation between the leader and staff, and this model is highly supportive of the organization to be successful. The models of organizational behavior shown by the leader can have an impact, so it can be understood through models of what is actually appropriate to be applied in the unit. This can be the answer to the big question about the exact model of organizational behavior that must be implemented in local government.

2. LITERATURE REVIEW

Studying organizational behavior is to understand the theoretical models of organizational behavior. They are autocracy model, custodial model, supportive model, collegial model, and system model. They are different from one another in their characteristics. However, by describing the five models, we can understand the differences between them and determine the suitable model for an organization.

The autocracy model is based on the autocratic leadership style: The source of power is the manager and all interactions in the organization get through to the manager, and the employer controls the decision-making process, defining policies and methods to achieve objectives, work activities, relationships and also decides compensations or deserts (Nortilli and Wong, 2014). In the autocratic model, the leader/manager has the power to govern his subordinates with specific tasks. The management believes that these leaders are very aware of what is best for the organization; therefore, the workers must obey orders. Psychologically, such an attitude will produce dependence between workers and supervisors.

In an autocratic environment, the management is a formal, nuanced orientation that has a high authority. The leader is considered the boss, so the role of workers is determined based on their performance in a given task. The management has the task of thinking and workers must work by the command. This is like Theory X that was popularized by McGregor (1967) as a conventional management theory. In this model, we can find a high role by the power. The autocratic model was adopted in the 18th century in much large projects, such as the construction of railways in the United States and others.

Some important signs in the application of autocratic models are a) relying on the power, b) managerial orientation is authoritarian, c) employee orientation is obedience to commands, d) the psychological level of employees depends on the boss, e) employees’ life needs are unmet, and f) the result is minimal performance.
The custodial model usually depends on economic resources (money). For example, managers can stimulate their employees by offering them facilities and benefits, but in this model, employees will not work as a team (less for share with others), because everyone will tend to focus on themselves to benefit more than others. This model focuses on employee satisfaction and better security. With this model, the need for security and employee benefits fullest. In this model, employees are highly dependent on the organization, not on the boss. As there is an increase in the economic impact in the form of remuneration and wages, all the workers will happily put in more effort to gain more powerful rewards.

The model is based that feeling psychology custodial workers, industrial relations, and economic factors that must be regulated/managed properly. Psychologically this model focuses on employee satisfaction, because the sense of satisfaction and pleasure in workers is a good motivation. The relationship between the worker and the organization is also improved by establishing stability and assurance. In addition, this model also develops programs for the welfare of subordinates, such as social welfare and economic factors. This model is like applying paternalistic concepts. This model is a replication of the concept of Theory Y of McGregor (1967). Workers, unions, and governments/organizations develop cooperation programs to meet together, as a tripartite concept in employment in Indonesia.

The custodial model of success depends on the fulfillment of economic concepts to subordinates, such as economic security, pensions, and other benefits, which thus cause this model to depend on the workers, although not always to the fulfillment of welfare impact on employee performance, for example, in a garments factory, because the climate in there is based on the fulfillment of economic resources, those who work hard will obtain guarantees and benefits. Additionally, if an organization goes well, then the employees will get better benefits as well.

Typical characteristics of the custodial model: a) this model relies on economic resources, b) managerial orientation is money, c) employees’ orientation is a sense of security and benefits, d) the psychological development of employees depends on the attitude of the organization, e) the needs of employees are fulfilled and more safety is ensured, and f) performance results in the form of passive cooperation.

The supportive model relies on the leadership. For example, managers support their employees by encouraging and supporting them to do a better job, to get along with each other, and also to develop their skills. Performance results will encourage increased productivity. The first experiment of supportive approach model was conducted by Mayo and Roethlisberger in Western Electric Company in 1930, as well as with Linkert’s research “employee oriented supervisor” during 1940–1950. The principle from this study is that “leaders and other processes in the organization must be able to ensure the possibility of a maximum of all the interactions and relationships between the organization and the wishes of its members, based on the background, values, expectations, and experience as carrying capacity and the ability to build and maintain than the personal values” (Linkert, 1961).

Based on this principle, a supervisor is experienced as a supportive leader if he or she (a) guides the employees in achieving objectives, (b) treats them fairly, and (c) appreciates and reviews their work performance (House and Dessler, 1974). They study the performance of a supervisor of the company, who in this case could be regarded as a leader/manager, which suggests that a supervisor said to be experienced in providing support (supportive) must (a) guide employees to achieve their objectives, (b) treat employees fairly, and (c) respect employee performance. In this case, the supportive stance is interpreted as part of an effort to guide, support, honor, and respect the subordinates.

The supportive model depends on the power of the leader in managing economic resources. Through leadership, the management is providing climate behaviors that help employees to grow and resolve important organization goals according to their ability. This assumes that employees do not naturally act passively and can hamper the organization’s needs, but what they do rely on a favorable climate (supportive climate) in the work.

Management orientation is supporting their employees’ performance, which makes employees obey and maintain their performance. However, employee motivation to do their jobs depends on the situation. The result is the model increases participation and involvement of employees in the organization.

The difference between the custodial model and the supportive model is that moral judgment is put forward in the latter to increase motivation, while the custodial model is focused on employees’ satisfaction and their pleasure/delight. Several studies show that the supportive model is able to provide a very high motivation to employees in an organization. The traits of supportive models are: a) Depending on
leadership, b) managerial orientation is supporting, c) employee orientation to perform tasks and improve performance, d) psychological outcomes of employees such as the level of participation, e) the employee needs are met along with performance recognition status, and f) performance results are in the form of the establishment of motivation.

The collegial model means that employees depend on each other as a team to perform the task. Everyone has enthusiasm, self-discipline, and responsible behavior toward their duties. This model adopts the flexible ability and the intellectual environment of scientist organizations and professional organizations. In the organization like this, that not programmed activities always require the effectiveness of team collaboration (teamwork), needs professional labors or the scientists so they can respond with a good job.

The collegial model is a function of collaboration and constructive cooperation, which can be seen from 5 (five) values, namely, altruism, consciousness, sense of sportsmanship, courtesy, and acceptance of audience/civic/community. In his study about college performance, as an independent organization that determines the character of its own, then the collegial role of the perpetrators, namely, the professors who need a co-worker (assistant) and cooperation among professors was instrumental in improving student achievement. Another example is volunteer organizations, such as social organizations like the Red Cross or blood donors, because here everyone works as a team and each member takes responsibility for organizational purposes. Each member works here just for self-actualization.

The word “collegial” is correlated in individuals with a common goal, in the sense that there is a team concept in there. The management acts as a coach to build a better team. This model is about collaboration, a sense of self-belief and teamwork, as can be seen from the various methods of game outbound.

The collegial model depends on how the management builds the sense of contribution together, from all the participants. Each member of the organization feels that their contribution is needed, and all of them are in the same level of contributions, so they feel welcome and appreciated for their role in the organization. Managers/leaders must see the members’ contribution to this cooperation, not just being as bosses/leaders.

Managerial orientation would divide tasks in an integrated form and all contribute to each other as a team. Managers have the power to unify/integrate the roles between the members of the organization, rather than just rule. Leaders do not force members to pass the duties or threaten if they are not working properly but give the message in a respectful manner—each person has a deep desire to do the work better. The result will be a growing sense of discipline, self-responsibility of each member to improve organizational performance. The result of the psychological model is self-employed (Ivanko, 2013). An example of the model is a football team, where each player shares the role for one purpose, to win. Such a common goal makes the members of an organization have a high level of professional commitment in fulfilling their role.

The traits of collegial organization, namely: a) depending on partnership, b) managerial orientation is teamwork, c) employee orientation is responsible behavior, d) psychological outcomes such as self-disciplined employees, e) the employee needs are met as an opportunity for self-actualization, and f) performance results are enthusiasm and cooperation.

The system model is based on confidence and self-motivation, and performance results will be better than expected, because employees will be committed to perform their duties as expected in order to achieve organizational goals. One of the most important things to consider is that managers and leaders must clearly understand the nature of their organization before making any decision. In addition, they should consider and look at changes in the environment and of course the needs of employees so that they can have the best models that are used to obtain better results. This examples effort in some corporation, that are based on trust or community, where employees are motivated and committed themselves to achieve organizational goals.

The characteristics of the models of the system include a) depending on the level of trust, community, and understanding, b) managerial orientation is a concern and compassion/mercy, c) employee orientation is a psychological attitude of a sense of belonging, d) employees’ psychological outcomes are self-motivated, e) the unmet needs of employees who cover a lot of things, and f) performance results are in the form of passion/spirit, commitment, and organizational goals.

Based on elaboration of the various models it can be seen that elements that impact behavior models are managerial and employee performance results. Managerial element is the managerial orientation that can be created with an authoritarian attitude, money, supportive effort, teamwork implemented among the
leaders work together with subordinates, and based on trust-community-understanding among all the members of the organization. The employee element consists of three parts: employee orientation, employee psychological result and employee needs being met. Employee orientation is obedience, security benefit, performance, responsibility, and sense of ownership. Employees’ psychological result is based on their feeling toward their boss, the organization, the partnership, and the self. Employees’ needs are met according to their performance such as subsistence, security, status recognition, actualization, and wide range. While the performance result can be minimum outcome, passive cooperation, awakened drive, enthusiasm moderate, and commitment to goals. Each model has advantages and disadvantages. The essence elements of these models as given in Table 1.

3. METHODS

This study used a qualitative approach with a single design case study (Yin, 2003) on the speech writing unit at the Government of Central Java Province. The focus of the study was to determine the models of organizational behavior that were adopted by leaders in the unit and then assess what was the most comfortable model accepted by all the members of the unit. This study will also have implications on the reference model of organizational behavior are most interested in a similar organization.

The assessment of the behavioral models of each leader is based on three elements: (1) management orientation, (2) employee elements with three sub-elements, namely, employee Orientation, employee psychological result, employee needs met, and (3) performance results. Each element and sub-element is categorized in these five models of organizational behavior with different traits.

There are five leaders who have led this unit. The name of each leader will be mentioned with the initials, to maintain their privacy. They are SS who took the lead in 2006–2008, SBS in 2008–2010, WM in 2010–2012, ES in 2012–2015, and HS 2015 until these studies were completed. Each member of the unit provided an assessment of the leader who had led them over the years. The assessment is given by five permanent staff of this unit, who has been working since 2006.

Round table discussion or collective interviews (Onwuegbuzie et al., 2008) were conducted with the entire staff on the speech writing unit, and each staff member had the right to argue in determining each sub-element of the behavior models applied by the leaders. Agreement in the discussion determining the outcome of any leader is included in which category of each sub-element research.
The discussion also clarifies reasons why these leaders are included in that category. The result of this collective interview determines which models have been applied and which is the suitable model for the members of the unit. Thus, we get the organization behavior model that is suitable for units like this.

4. RESULTS AND DISCUSSION

Based on the collective interview with five staff on the speech writing unit, the categorization of the application of each model of organizational behavior was obtained. To facilitate the placement of the categorization, each leader is included in Table 2, which includes the impact of the various sections and model categories:

The confidence of the staff during the period 2006–2008 led by SS is less. The leaders consider every task must be well handled, so many tasks are done by them. These tasks also have implications in the additional income, so a lot of work is done by them, so the other staff does not get additional income. However, for senior staff, leaders provide greater job opportunities, so their income also increases. The feelings of the staff depend on the policies imposed by the organization, because no initiative emerges from the personnel—personnel or leaders in the unit—so they depend on the organization decision, and the unit is running flat. For two (2) years, there are no new work program initiatives that drive the performance of the unit, all just focus on writing a speech with DOS program. However, on the other side, the leader have a high sense of responsibility to authority entrusted by the rules. Against all the possible errors, all borne by the leaders, although the feeling of anger is always get to the staff. For staff, this is very good, the most important work is to safety and comfortable can be protected by superiors.

During the period 2008–2010 led by SBS, the staff’s confidence is high, because the leaders were supportive of any work performed by the staff based on their initiatives or motivation. Each task of writing a speech is divided evenly among every staff writer, so that work is done faster. Workload is divided

<table>
<thead>
<tr>
<th>No</th>
<th>Item</th>
<th>Autocracy Model</th>
<th>Custodial Model</th>
<th>Supportive Model</th>
<th>Collegial Model</th>
<th>System Model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Basic of model</td>
<td>Power</td>
<td>Economic resource</td>
<td>Leadership</td>
<td>Partnership</td>
<td>Trust, community, understanding</td>
</tr>
<tr>
<td>1</td>
<td>Managerial orientation</td>
<td>Authority</td>
<td>Money</td>
<td>Support</td>
<td>Teamwork</td>
<td>Caring compassion</td>
</tr>
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<td></td>
<td></td>
<td>ES</td>
<td>SS</td>
<td>SBS</td>
<td>HS</td>
<td>WM</td>
</tr>
<tr>
<td>2</td>
<td>Employee orientation</td>
<td>Obedience</td>
<td>Security benefit</td>
<td>Performance</td>
<td>Responsible</td>
<td>Psychological ownership</td>
</tr>
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<td></td>
<td></td>
<td>ES</td>
<td>SS</td>
<td>HS</td>
<td>WM</td>
<td>SBS</td>
</tr>
<tr>
<td>3</td>
<td>Employee psychological result</td>
<td>Dependence on boss</td>
<td>Dependence on organization</td>
<td>Dependence on partnership</td>
<td>Dependence on self-discipline</td>
<td>Self-motivation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ES</td>
<td>SS</td>
<td>HS</td>
<td>WM</td>
<td>SBS</td>
</tr>
<tr>
<td>4</td>
<td>Employee needs met</td>
<td>Subsistence</td>
<td>Security</td>
<td>Status recognition</td>
<td>Actualization</td>
<td>Wide range</td>
</tr>
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<td></td>
<td></td>
<td>ES</td>
<td>SBS</td>
<td>SS</td>
<td>WM</td>
<td>HS</td>
</tr>
<tr>
<td>5</td>
<td>Performance result</td>
<td>Minimum</td>
<td>Passive cooperation</td>
<td>Awakened drives</td>
<td>Enthusiasm</td>
<td>Passion, commitment to</td>
</tr>
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<td></td>
<td></td>
<td>SS</td>
<td>ES</td>
<td>SBS</td>
<td>moderate</td>
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<td></td>
<td>HS</td>
<td>WM</td>
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</table>

Table 2. Analysis of Element Behavior for each Leader Period.

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proportionally among all the staff, the leaders only deliver and guide the task. The most important addition is the income of the workers is within a safe level and meets the elements of fairness in obtaining additional income. The creation and innovation are handed over entirely by each staff, and leaders only serve and support. For example, the proposed replacement of equipment which was originally based on DOS with that based on Windows, was approved and handed over entirely to the staff to replace it, so the leaders know that the work will go well. Performance, in general, is in the upgrading stage because everything depends on the motivation and dedication of the employees, while pressure from the leaders is very less because there is only support and guidance given by the leaders.

During the period 2010–2012 led by WM, of the confidence level of the staff is not so bad, but the control is still emerging. The task of writing speeches is distributed in accordance with the expertise of each staff; leaders only supervise. Not infrequently, every staff get a lot of tasks than the other because every task needs different skills. Because the tasks get the staff additional revenue, the staff are able to actualize themselves or develop more talent than the others so that they get additional income. Thus, the workers show responsibility in their duties. The leaders never get angry or impose anything on the staff, and all depend on discipline attitude, and the staff remain committed to their organizational objectives and each job is completed properly. Not infrequently with their commitment, each member works harder and goes home late, and the leaders also devote themselves to monitoring and controlling the job.

During the period 2012–2015 led by ES, the shades of autocratic began to emerge, although ES is a female leader. The staff is required to adhere to all the rules and not infrequently warning is issued to the staff who come late. The feelings of the staff also depend on the boss; the leaders are ever angry with the staff when they are not pleased with a certain attitude. Staff needs are met based on the perception of the leaders, so there is additional setting revenue as directed by the leaders. Basically, organizational performance continuously improves but internal collaboration is still passive because leaders adopt a more top-down model.

Since 2015, the unit has been headed by HS, although it has only been a few months, there has emerged a pattern of leadership. The leader is still very young so he considers the other staff as a partner. He does not hesitate to say thank you or accept input from the staff. He entrusts technical matter to the staff, and managerial things are always determined taking into account the input of the staff. Revitalizing and rearranging the standard operating procedures of speech writing is continued under the leadership by involving the staff. Making the visualization of speech delivered entirely on technicians who handle and leader only in charge of overseeing and assisting. Under such conditions, the staff also feel comfortable working in a team that is solid and complements one another, and all of them work well together to improve organizational performance. Psychologically, the feelings of the staff is lifted by itself so that it appears as self-motivated to improve performance. When other units blame or destroy a credibility of speech writing unit, the leader dares to resist and oppose it. This leader is also quite bold in taking various job opportunities so that staff earn additional income. In order to improve the performance and competence of the staff in writing speeches, the leader develops a more comparative study to various areas to add to the experience of the staff, as a refreshment and as an additional income. Because a comparative study gets travel money, it means an additional income.

From the pattern of each leader in the speech writing unit, it can be perceived that there is no leader who is genuinely implementing specific models of organizational behavior. Everything did traits that irregular. SS leader in the implementation turned out to apply custodial models when looking at management orientation, the orientation of the workers, and the psychological result, but when talking about the fulfillment of revenue then he implement a supportive model, then the results of organizational performance precisely to be minimal, because the pattern of custodial implemented with a low level of confidence, not because a passive cooperation, since cooperation between the staff and the boss is there, but in the context of a small or unbalanced, like all speech writing executed by the leader, but to revision after correction and delivery or in print submitted to the staff, so cooperation appear in a small scale and not passive, although the performance of the organization to be minimal because the main task depends on one person, a leader.

SBS leaders are very supportive of the staff, and the performance result also continues to increase, but defining the orientation of the staff as well as psychology rests entirely with the staff. The most important element to the leaders is that the income of the staff is in a safe condition and is not inadequate. WM leaders also differ, which in many cases do collegial patterns, but the performance results would indicate that it depends on the commitment of each personnel in the organization.
ES as a leader is almost very consistent in applying the behavioral patterns of the organization, but when the model autocracy is more visible, it turns out the resulting performance can’t be said to be minimum, because the results are good and prove that ES gets a promotion to become a leader in larger units. This performance relies on passive cooperation pattern that has been happening, where the autocratic attitude will be unbalanced, because the main task is given to certain people, and others are not involved. And HS leaders are not only young but also have great courage, so there are times when applying the collegial model by affecting the feelings of the staff to establish good relations and finally staff orientation is only focused on organizational performance. However, the leaders apply collegial patterns that promote cooperation among team members and were quite enthusiastic in producing a good performance. In fact, sometimes the pattern system is also applied in relation to efforts to meet the needs of staff or increase the income of staff with variety opportunities. The most dominant factor in determining the organizational model is leadership style, or the attitude of a leader that is applied within the organization.

5. CONCLUSION

Based on the reality of the study, none of the models have an absolute advantage to be implemented in an organization. There is no absolute model, meaning no single model absolutely has a positive impact. Each model has positive and negative impacts. It is wrong when one of the models is considered very useful for a long time. The condition of an organization would develop and become dynamic as well as organizational behavior changes, so the model of organizational behavior also grows. There is no one model of organizational behavior that can last permanently, because the best depends on how to understand and situation of the behavior of individuals in the environment. This condition is similar to an assumption that there is increasing evidence that humans “rarely behave purposively, consistently, and with the goal of maximizing their expected utility” (McDonald, 2003).

It can be concluded that the model of organizational behavior that is most suitable for use in an organization is a combined model, the model that combines the five models. At this moment, there is no research that says what percentage of each model should be combined to apply in an organization.

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