

# Impact of Organizational Behavior in Achieving Operational Excellence in Pharmaceuticals

Venkateswara Reddy Boya, K. S. Sekhara Rao

**Abstract:** Organizational behavior is all about knowing and understanding the needs of the employees in the organization. The attitude of an employee, training and development can affect Organizational behavior which in turn affects Operational Excellence in an organization. In the current study the research has been carried out through a research questionnaire on research title “Impact of organizational behavior in achieving operational excellence in pharmaceuticals” was developed to test the hypotheses on direct interview basis in Pharmaceutical companies 1 and 2. In Pharmaceutical company 1, total 175 people were interviewed on the above research topic. Out of 175, 69.14% (121 people) of the people Strongly agreed, 15.43% (27 people) of the people Agreed, 6.29% (11 people) of the people responded Can't Say, 5.14 % (9 people) of the people disagreed and 4.0 % (7 people) of the people only Strongly disagreed that effective organizational behavior will help in accomplishing Operational Excellence in Pharmaceuticals. The research study was also conducted at Pharmaceutical company 2, total 150 people were interviewed on the above topic. Out of 150, 63.33 % (95 people) of the people Strongly agreed, 16.67% (25 people) of the people Agreed, 6.0 % (9 people) of the people responded Can't Say, 5.33 % (8 people) of the people disagreed and 8.67 % (13 people) of the people only Strongly disagreed that effective organizational behavior will help in accomplishing Operational Excellence in the Pharmaceuticals. Based on the study, it has been concluded that effective organizational behavior will help in accomplishing Operational Excellence in Pharmaceuticals.

**Index Terms:** Organizational Behavior, Pharmaceutical company, Operational Excellence, Employee.

## I. INTRODUCTION

As per Fred Luthans, Organizational behavior (OB) is directly concerned with the prediction, understanding and control of human behavior in Organizations. It is the study of both individual and group activity and performance within an organization. It deals with the behavior of human beings in a work atmosphere and controls its effect on leadership, motivation, communication, performance and job structure. Organizational behavior is a separate field of study. The companies where people work have an effect on their actions, feelings and thoughts. These actions, feeling and thoughts will affect the organization itself [1]. As per Money and

Reiley, Organization is the form of each human association for the fulfilment of a common purpose”. According to Puffer and Sherwood, Organization is the design of ways in which huge numbers of people have close face to face interaction with all others, are involved in a variety of jobs, relate themselves to each other in mindful, organized establishment and achievement of equally agreed purposes”. The common feature of any organization is the hierarchy of individuals in it. It, therefore, differentiates among different individuals and chooses who will be subordinate and superior. Each organization permits an unwritten rule that the subordinate cannot disobey the orders of the higher management individuals. OB is a study involving the impact of persons, structure, group or behavior within the organization. Organizational behavior is about what individuals do inside an organization and how their behavior or attitude influences the organization’s performance. Generally, OB is connected to employment related matters such as productivity, job, management, human performance, turnover, leaves and work. It includes important topics like leadership behavior, power, motivation, work stress, design of work, conflicts, perception, learning attitude, good structure and process and interpersonal communication. OB also offers opportunities and challenges for managers because it concentrates on means and ways to increase job satisfaction of the employees, reduce absenteeism, improve productivity and many. It can offer guidance for managers in developing an ethical work environment. There is a necessity for the managers or senior people to understand OB. Because of global competition, it is becoming mandatory for the workers to become more flexible and to deal with quick changes. For the managers, it is becoming challenging to use concepts of Organizational behavior. Behavior is normally evaluated knowing how the individual receives the situation and what is important to the person [2]. According to A.C Daniels (2009) positive support is the most effective way to make behavior effective and develop the type of organizational cultural behaviors that are attributed to engagement [3]. An organization should have a common goal and is connected to outside atmosphere. There are different types of Organizations. They are private organizations, government organizations, charities, universities, partnerships, co-operations, international organizations and many more. The study of OB in these organizations is very challenging and interesting. It is linked to group of people or individuals working together in groups. OB is an area of study that examines the impact of structures and groups, people on behavior inside an organization for the purpose of using such information towards improving an organization's performance.

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According to Shekhar Kapoor and Trilok Kumar Jain, the study of OB is very much interesting and challenging. It is the area that examines the effect on organizational structure, groups and individuals from which information can be attained and used for effectiveness of the organization.

A manager should have the capability to understand, predict and change individual behavior. Different research instruments and models are there to investigate human behavior. Different areas like medical sciences, economics, politics, sociology, anthropology, social psychology and psychology have contributed to the area of organizational behavior. The study of OB connects to the study of values, learning, perception, attitude at individual level. This study was related to decision making at group level, intergroup behavior, conflicts and managing stress. It is the job of the managers to develop suitable plans to study organizational elements. The primary element is people. OB involves co-relating organizational plans, knowing individual objectives, managing interpersonal relationship and identifying need of the people. The secondary element is to know the structure of organization and its change based on the necessity. To use current technology is very much necessary for the development of the organization and it should be led by the managers who are responsible for managing the organization. Finally, it should be noted that all the employees, managers should work in such a way that the goals and objectives of the organization are achieved [4].

## II. MATERIALS AND METHOD

### A. MATERIALS

Though there are many other elements which influence Operational Excellence in Pharmaceuticals, Organizational behavior will certainly have an impact on attaining Operational Excellence in Pharmaceuticals. Organizational behavior is all about knowing and understanding the needs of the employees in the organization. The attitude of an employee, training and development and can affect Organizational behavior and in turn affects Operational Excellence. Pharmaceutical industry mainly involves manufacturing of drugs, testing and dispatching of the drugs. It involves lot of work pressure. Here it is very important to understand the needs of the employees. This should be done by their managers in charge. Managers should assign a right job to an employee which will yield an employee to work for long time. Every organization should also focus on rewards and recognition to the hard-working employees. Also, it is important for the managers to identify and understand the work pressure of an employee. One has to keep in mind that retaining an employee for long time is very much essential to attain organizational growth. In addition to it, managers need to ensure that they give constant motivation for their subordinates which will help in improving their productivity which will lead to organizational growth and attaining Operational Excellence. Big MNC companies like Sun Pharma, Dr. Reddy's Laboratories, Pfizer Limited, Merck, Novartis, AstraZeneca were successful in understanding the importance of Organizational behavior and have achieved Operational Excellence in Pharmaceuticals. The factors like leadership role, communication, training and development and employee behavior and motivation of employees.

### Leadership Role

Leadership plays an important role in achieving Operational Excellence. A good leader always motivates the employees and strives to achieve the goals of the Organization. They always ensure to provide all the employee benefits.

### Communication

Communications is the process of conveying the message from one individual to the other. Organizational behavior has a vital role in Organizations. Study of the factors of organizational behavior provides a better understanding. Forecasting and control of organizational behavior and better understanding of communication effectiveness is important to achieve the organizational goals [5].

### Training and Development

Training and development are very important for the growth of all the employees and as well as organization. It includes managing people, innovative thinking and decision making. Training and development in an organization is vital because it reduces supervision, reduces cost, improves the quality of service and products, increased output, improves work satisfaction and helps in addressing employee weaknesses. Effective training and development procedure can be an important factor in solving inequalities in job in relation to gender, race and disabilities. Every organization should have a training and development plan which should aim to empower all the employees to perform their jobs to the highest standards and offer high quality services to customer [6].

### Employee Behavior

Employee behavior is the way how employees behave in the Organization. Employee behavior has a significant impact on attaining Operational Excellence. It is essential that employees maintain positive attitude at all times in the organization. It is necessary that managers should always study the behavior of the employees and need to motivate on regular basis which in turn leads to the organizational growth.

### Motivation of Employees

Constant motivation of the employees is the key to the success of any organization. Therefore, higher management should always ensure to motivate their teams in order to achieve Operational Excellence. Employee recognition, pay hikes, bonus, promotions, medical benefits, creating work life balance play a major role in attaining Operational Excellence in Pharmaceuticals.

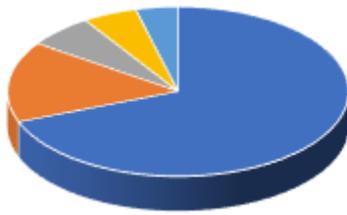
## B. METHOD

A research questionnaire on "Impact of organizational behavior in achieving operational excellence in pharmaceuticals" was developed to test the hypotheses on direct interview basis in Pharmaceutical companies 1 and 2.

In Pharmaceutical company 1, total 175 people were interviewed on the above topic. Out of 175, 69.14% (121 people) of the people Strongly agreed, 15.43% (27 people) of the people Agreed, 6.29% (11 people) of the people responded Can't Say, 5.14 % (9 people) of the people

disagreed and 4.0 % (7 people) of the people only Strongly disagreed that effective organizational behavior will help in accomplishing Operational Excellence in Pharmaceuticals.

**Fig 1. Survey data of Pharmaceutical Company - 1**



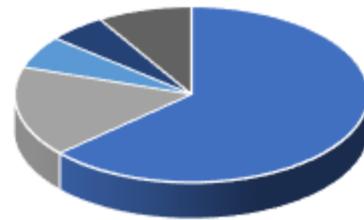
- Strongly agreed (69.14%)
- Agreed (15.43%)
- Can't say (6.29%)
- Disagreed (5.14%)
- Strongly disagreed (4.00%)

**Table 1. Survey data of Pharmaceutical Company-1**

S. No.	Level of agreement	In Number	In Percentage
1.	Strongly agreed	121	69.14 %
2.	Agreed	27	15.43 %
3.	Can't say	11	6.29 %
4.	Disagreed	9	5.14 %
5.	Strongly disagreed	7	4.0 %
6.	Total	175	100.00 %

The study was also conducted at Pharmaceutical company 2, total 150 people were interviewed on the above topic. Out of 150, 63.33 % (95 people) of the people Strongly agreed, 16.67% (25 people) of the people Agreed, 6.0 % (9 people) of the people responded Can't Say, 5.33 % (8 people) of the people disagreed and 8.67 % (13 people) of the people only Strongly disagreed that effective organizational behavior will help in accomplishing Operational Excellence in the Pharmaceuticals.

**Fig 2. Survey data of Pharmaceutical Company - 2**



- Strongly agreed (63.33%)
- Agreed (16.67%)
- Can't say (6.0%)
- Disagreed (5.33%)
- Strongly disagreed (8.67%)

**Table 2. Survey data of Pharmaceutical Company-2**

S. No.	Level of agreement	In Number	In Percentage
1.	Strongly agreed	95	63.33 %
2.	Agreed	25	16.67 %
3.	Can't say	9	6.0 %
4.	Disagreed	8	5.33 %
5.	Strongly disagreed	13	8.67 %
6.	Total	150	100.0 %

**III. CONCLUSION**

Organizational behavior is all about knowing and understanding the needs of the employees in the organization. A research questionnaire on “Impact of organizational behavior in achieving operational excellence in pharmaceuticals” was developed to test the hypotheses on direct interview basis in Pharmaceutical companies 1 and 2. In Pharmaceutical company 1, total 175 people were interviewed on the above topic. Out of 175, 69.14% (121 people) of the people Strongly agreed, 15.43% (27 people) of the people Agreed, 6.29% (11 people) of the people responded

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