

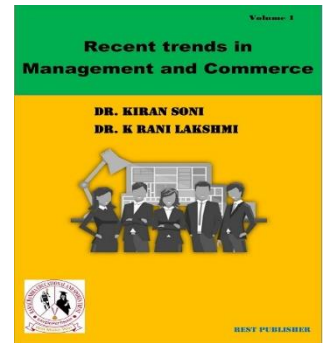


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Evaluation of Organizational Behaviors using DEMATEL Method

***C. Kalpana, N. Rameshkumar**

SST College of Arts and Commerce, Maharashtra, India

*Corresponding Author Email: ckalpana@sstcollege.edu.in

Abstract: *Organizational Behaviours. Organizational behavior is the academic study of how individuals behave in organizations, and the concepts it promotes are mainly applied in initiatives to increase company productivity. Organizational behavior's main objectives are to (1) systematically describe how people behave under different circumstances, (2) comprehend why individuals behave in particular ways, (3) forecast future employee behavior, and (4) regulate at least some human activity at work. The goal of organizational behavior (OB), a multidisciplinary study of worker interactions and management procedures, is to make organizations more effective and cohesive. The study of how people and groups interact with the organization and one another is known as organizational behavior. A successful organizational behavior plan aids management in encouraging staff to improve performance. When everyone is working towards the same goals, achieving them becomes increasingly simple. These actions are proactive and aim to make things better for the person, the group, or the organization. Problem-solving, initiative, positive change-oriented communication, invention, and active socialization are a few examples of these traits. DEMATEL (Decision-Making Trial and Evaluation Laboratory). They are divided into analyses using Organizational Behaviours of Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future Evaluation Parameters Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future in value. Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future. Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future. The Co-Workers got the first rank whereas the Financial Rewards have the lowest rank.*

Keywords: *Positive Organizational Behavior (POB), Emotions, DEMATEL Method*

1. INTRODUCTION

Psychologists find it challenging to scientifically address the idea of the environment. It is well acknowledged that interactions between organisms and their environments influence behavior, and both its theoretical and practical consequences have been studied. The development of multivariate definitions of the environment and the study of behavior as a function of simultaneous variation have not received as much attention as the discovery of pertinent dimensions of individual variables and the exact characterization of experimental treatments, Situational and personal considerations. Numerous psychologists have noticed the lack of such studies in recent years and have started to create models that systematically include environmental variation in research designs. The constantly expanding and varied study of human behavior in organizations yields models that are pertinent to this problem in public psychology. These behaviors are seen as antisocial because they go against accepted workplace behavior. Therefore, it is not unexpected that organizational researchers have recently given many forms of unprofessional behavior in the workplace substantial consideration. Withdrawal, hostility, antisocial behavior, and violence are prominent instances of these actions. In recent years, it has been suspected that theft, embezzlement, and vandalism by employees, as well as cruel pranks, impolite, and arguments, are quickly expanding deviant workplace habits among Nigerian workers. The need for more interest in workplace deviant behaviors is clear given the prevalence of such behaviors in the workplace and the significant economic and social costs associated with such actions. It's common knowledge that researching management across cultures is challenging. They are in line with the pressing necessity to figure out how to properly implement such investigations. Due to the prominence of multinational organizations and the globalization of markets, those that address the issue of culture stand to gain significantly from doing so. As they offer a solid foundation for making judgments about whether significant differences exist and whether they are meaningful, this review will concentrate on studies that do cross-national comparisons rather than those that just cover one country.

Organizations work to ensure that the implicit or implied social values that guide their actions are consistent with the accepted norms of conduct in the larger social system of which they are a part. The similarity between these two value systems allows us to discuss organizational legitimacy. Organizational legitimacy is in danger when there is a real or potential imbalance between two value systems. These dangers manifest as social, economic, and other types of barriers. This study makes the case that an empirical focus on organizational attempts to become systemic can aid in the explanation and analysis of a variety of organizational behaviors related to the environment, as well as in the generation of hypotheses and conceptual viewpoints. Institutional legitimacy is a problem.

2. POSITIVE ORGANIZATIONAL BEHAVIOR (POB)

The study and use of psychological abilities and positive human resource strengths that can be assessed, developed, and effectively managed for performance improvement in today's workplace constitutes what I mean by micro-level, state-like POB. This definition helps to increase performance at work by including quantifiable criteria on purpose. In line with the positive psychology movement, POB assessment needs to be supported by theory and research in order to distinguish it from the flimsy positivity found in common notions. The Michigan Group's Positive Organizational Scholarship (POS) focuses mostly on concepts like kindness, virtue, and forgiveness and distinguishes POB from the straightforward personal development idea found in bestsellers through a criterion connected to performance enhancement in the workplace. The conceptually significant distinction between positive psychology and other positivist theories of organizational behavior is one apparent prerequisite for the development of POB. Particularly, according to this definition, POB encompasses ideas like character traits or virtues, as they are known in positive psychology, as opposed to trait-like categorization. Conscientiousness, self-esteem, generalized self-efficacy, locus of control, and emotional stability are among the positive core self-evaluative traits of the positive Big Five personality traits that have been shown to differ from developmental criteria in organizational behavior even with these OB concepts. ought to be connected to work performance. Additionally, POB as a state is distinct from "hard" positive emotions from evolutionary and neuropsychological perspectives, as well as from Gallup's primary focus on natural talent. I believe that utility and leadership are relevant despite the contentious and maybe arbitrary distinction between states and characteristics, and the conceptual and psychological evidence that some psychological conceptions (such as those in POB) can be both states and traits. Employee Performance and Performance POB must go beyond simply choosing employees based on their favorable traits. According to this definition, POB competencies are flexible enough to be learned, developed, changed, and managed in different states and workplaces. POB jobs can be formed by management, assignment, or self-creation.

3. EMOTIONS

We cover the theory of mind, emotional labor, AET, and emotional intelligence in this review. The influence of attitudes on conduct in social and professional contexts is covered by attitude theory. The term "emotional labor" refers to situations in which workers, particularly those in client-facing service jobs, are forced to exhibit emotions that are inconsistent with how they actually feel. AET is a comprehensive description of how emotions function in organizations, with daily disturbances and upheavals affecting our emotional states, which then influence how we think and act at work. Finally, the ability to sense emotions in oneself and others and utilize this knowledge to inform decisions is referred to as emotional intelligence. However, before delving deeper into these subjects, we quickly go over the development of organizational behavior's emotional research field.

Mood Effects in Organizations: We explore some recent results on the impacts of mood in organizational settings in this section of our discussion of developments in the study of emotions at work. Social psychology is the field in which this topic has received the most historical research. George and Briefe laid the groundwork for emotions in organizations from an organizational perspective. Studies on trait emotions, state mood, and associated determinants of these phenomena were conducted as a result of their interest in workplace emotions. In fact, a large portion of this research was done in the workplace and took both happy and negative emotions into account. Consistent findings from these studies have significance for organizational science and practice on a practical level and may open the door for more conceptual studies on workplace emotions. He most recently wrote *The Theory of Influence Applied to Organizational Systems*, a groundbreaking article.

Emotional Labor: This article established the concept of emotional labor, which is the process of controlling emotions for the sake of one's work. Emotional labor study is crucial in current studies of emotions in work contexts even if it is still in its infancy. Many professions and jobs have high ethical and/or emotional standards, especially those that involve service labor. In reality, these overt phrases are included in job descriptions or recruitment methods that we see on a daily basis, like in happy face commercials. Implicit norms are also frequently present and have an impact on how employees are assimilated into the organizational culture, how positions are valued (service jobs are typically undervalued), and the methods used to award raises and/or rewards.

Because of the nature of most service industry occupations, individuals must be adept at controlling and expressing their emotions; also, occasionally one feeling can express another.

Affective Events Theory: A key implication of AET is that traditional theories about how employees experience and communicate their emotions in the workplace frequently rely on evidence that was gathered in the past. According to AET, rather than abstract opinions about how content they feel, employees' behavior and job performance are affected by how they feel on a minute-by-minute basis. In AET, specific workplace factors control the occurrence of various "affective events," which in turn affect employees' emotional reactions, such as moods and emotions. At the time, these emotions cause impulsive behavior. Positive emotional manifestations of delight or joy as well as altruistic conduct are examples of typical emotion-driven behaviors. Negative emotional outbursts such as wrath, despair, or violence are also common. Additionally, over time, moods and emotions can affect positive work attitudes like job satisfaction. Job satisfaction is one attitude that has an impact on cognitively motivated actions, including the option to resign, the choice to regularly and systematically participate in the prosocial or antisocial activity, or the choice to work effectively. AET is exceptional in that it explains what transpires in the "black box" between the workplace and future attitudes and behaviors. Although it is obvious that this is a crucial subject, it has not recently attracted much academic interest.

Emotional Intelligence: Emotional intelligence will be the last subject we cover in this section. Research in the popular press suggests that the relatively new idea of emotional intelligence may have significant ramifications for organizational staff selection and performance management. Of all the recent developments in research on emotion in organizational life, this idea is the most divisive and has significant dual interest from academics and practitioners. While researchers attempt to conceptually separate, define and validate critical work attitudes and their relationship to results, practitioners aim to increase potential employee performance by identifying, selecting, and developing in their staff critical skills, such as emotional intelligence. Many of the overstated claims for emotional intelligence, however, lack theoretical and empirical support, according to critics.

4. DEMATEL METHOD

The DEMATEL technique can Specific hassle, pinup Bound troubles, and structural modeling strategies that may make contributions to figuring out solutions that could paint thru a hierarchical shape, identifying the interdependence among the additives of an organization for a purpose, and influencing the fundamental Concept of situational relations Due to the influence of the elements The chart uses loads of directional graphs. Built on the basic precept of DEMATEL, it executes Issues via visualization techniques Analyses and solutions. Modeling this structure Approach adopts the form of a driven diagram, which is a causal effect for presenting values of influence between interrelated relationships and factors. By analyzing the visual relationship of conditions between systemic Factors, all components of A causal group and the effect are divided into groups. It also provides researchers with Structure between system components Better understanding of the relationship and complexity for troubleshooting computer problems Can find ways. The DEMATEL system is integrated with Emergency management together with Manage. In the manner proposed, it is not necessary to defuzzify obscure numbers before using the DEMATEL method. Therefore, this method is uncertain of whether evaluation Will truly reflect the character. Finally, to get the final results from different aspects Twice in each integrated PPA We use DEMATEL, which is ours. Decision Testing and Assessment Laboratory (DEMATEL). The DEMATEL method is a powerful method of gathering team knowledge to build a structured model and visualize the causal relationship of subsystems. But crisp values The ambiguity of the real world Is adequate reflection. DEMATEL explores the interdependence between equity The number of investment factors and factors and ANP to assess their dependencies Integrated. This section is, first of all, DEMATEL Establishes network relationships through, secondly, for each factor ANP to increase weight compared to Uses. Third, a systematic data collection process is provided. The DEMATEL method effectively calculates the consequences between criteria, which efficiently separates the set of complicated elements right into a sender organization and a recipient institution and transforms it right technique to choosing a management gadget Between alternate configurations Explicit Priority Weights come from in addition, the ZOGP model allows companies to make full use of limited resources for planning to implement optimal management systems. DEMATEL methods. This influence and causal Group barriers pro or Source for affected group barriers Can be considered due. Therefore, to effectively implement electronic waste management, barriers belonging to a causal or an influential group Should be considered on a priority basis. Therefore, decision-makers need to determine obstacles. The legal framework is strong. Make sure it is controllable to minimize impact or influence barriers. Therefore, derived from ISM and DEMATEL methods the results are somewhat consistent. Integrated ISM DEMATEL Results for e-waste management constraints determines not only the structure but also the structure and the interactions between these barriers.

5. RESULT AND DISCUSSION

TABLE 1. Organizational Behaviours

	Supervision	Company Identification	Co-Workers	Financial Rewards	Career Future	Sum
Supervision	0	7	5	8	4	24
Company Identification	9	0	5	3	6	23
Co-Workers	5	8	0	4	9	26
Financial Rewards	7	5	8	0	9	29
Career Future	6	4	9	3	0	22

Table 1 shows that DEMATEL Decision making trail and evaluation laboratory in Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future sum of the pair in the value zero.

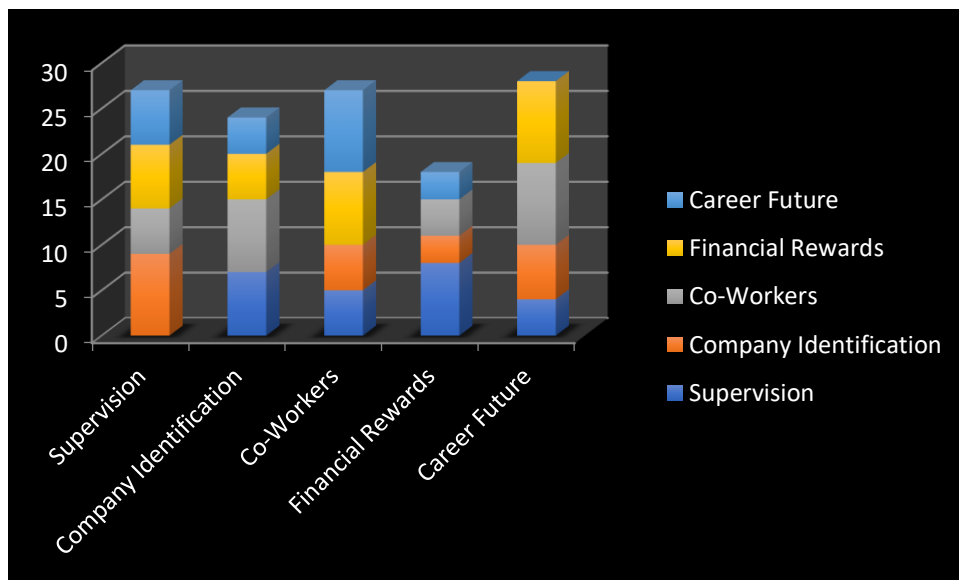


FIGURE 1. Organizational Behaviours

Table 1 shows that DEMATEL Decision making trail and evaluation laboratory in Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future sum of the pair in the value zero.

TABLE 2. Normalizing of Direct Relation Matrix

Normalizing of direct relation matrix					
	Supervision	Company Identification	Co-Workers	Financial Rewards	Career Future
Supervision	0	0.24137931	0.172413793	0.275862069	0.13793103
Company Identification	0.310345	0	0.172413793	0.103448276	0.20689655
Co-Workers	0.172414	0.275862069	0	0.137931034	0.31034483
Financial Rewards	0.241379	0.172413793	0.275862069	0	0.31034483
Career Future	0.206897	0.137931034	0.310344828	0.103448276	0

Table 2 shows that the Normalizing of direct relation matrix in Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future. The diagonal value of all the data set is zero.

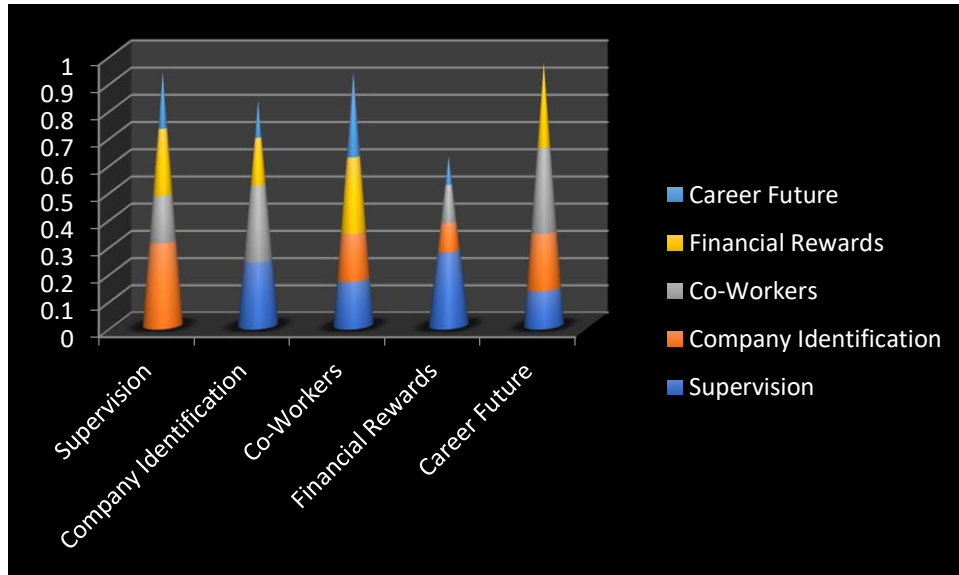


FIGURE 2. Normalizing of Direct Relation Matrix

Figure 2 shows that the Normalizing of direct relation matrix in Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future. The diagonal value of all the data set is zero.

TABLE 3. Calculate the Total Relation Matrix

Calculate the total relation matrix					
	Supervision	Company Identification	Co-Workers	Financial Rewards	Career Future
Supervision	0	0.24137931	0.172413793	0.275862069	0.137931034
Company Identification	0.310344828	0	0.172413793	0.103448276	0.206896552
Co-Workers	0.172413793	0.27586207	0	0.137931034	0.310344828
Financial Rewards	0.24137931	0.17241379	0.275862069	0	0.310344828
Career Future	0.206896552	0.13793103	0.310344828	0.103448276	0

Table 3 Shows the Calculate the total relation matrix in Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future Calculate the Value.

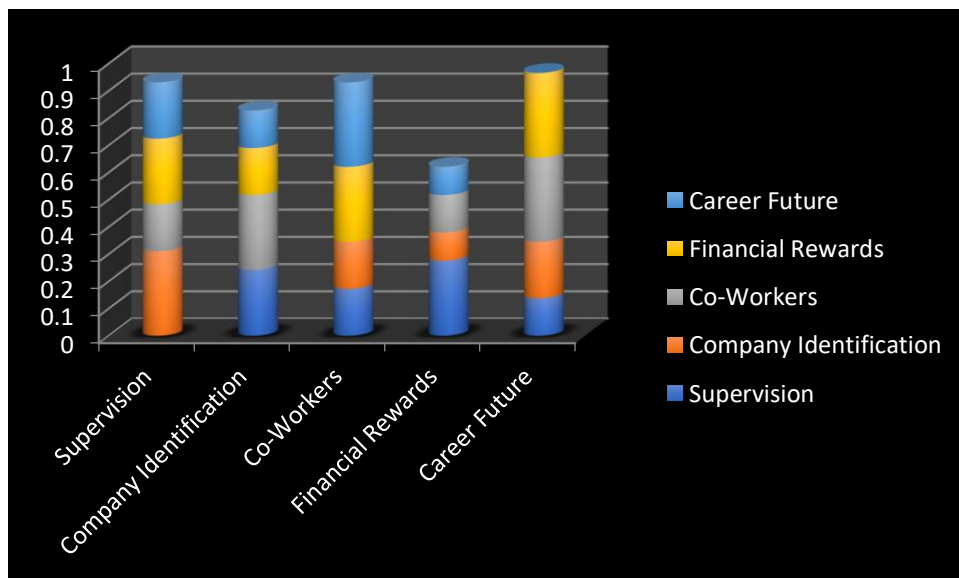


FIGURE 3. Calculate the Total Relation Matrix

Figure 3 Shows the Calculate the total relation matrix in Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future Calculate the Value.

TABLE 4. T= Y (I-Y)-1, I= Identity matrix

I				
1	0	0	0	0
0	1	0	0	0
0	0	1	0	0
0	0	0	1	0
0	0	0	0	1

Table 4 Shows the T= Y (I-Y)-1, I= Identity matrix in Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future is the common Value.

TABLE 5. Y

Y				
0	0.24137931	0.172414	0.275862	0.137931
0.31034483	0	0.172414	0.103448	0.206897
0.17241379	0.27586207	0	0.137931	0.310345
0.24137931	0.17241379	0.275862	0	0.310345
0.20689655	0.13793103	0.310345	0.103448	0

Table 5 Shows the Y Value in Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future is the Calculate the total relation matrix Value and Y Value is the same value.

TABLE 6. I-Y Value

I-Y				
1	-0.24137931	-0.17241379	-0.27586207	-0.13793
-0.310344828	1	-0.17241379	-0.10344828	-0.2069
-0.172413793	-0.27586207	1	-0.13793103	-0.31034
-0.24137931	-0.17241379	-0.27586207	1	-0.31034
-0.206896552	-0.13793103	-0.31034483	-0.10344828	1

Table 6 Shows the I-Y Value Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future table 4 T= Y (I-Y)-1, I= Identity matrix and table 5 Y Value Subtraction Value.

TABLE 7. (I-Y)-1 Value

(I-Y)-1				
2.041828	1.151327	1.186843	0.969059	1.18891
1.218989	1.902913	1.121277	0.80784	1.160534
1.225451	1.207896	2.0807	0.888672	1.340467
1.38692	1.251093	1.424114	1.860469	1.4695
1.114371	1.004964	1.193269	0.780178	1.974079

Table 7 shows the (I-Y)-1Value Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future Table 6 shown the Min verse Value.

TABLE 8. Total Relation Matrix (T)

Total Relation matrix (T)				
1.041828	1.151327	1.186843	0.969058903	1.18891
1.218989	0.902913	1.121277	0.807840294	1.160534
1.225451	1.207896	1.0807	0.88867233	1.340467
1.38692	1.251093	1.424114	0.860468883	1.4695
1.114371	1.004964	1.193269	0.780178352	0.974079

Table 8 shows the Total Relation Matrix the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future direct relation matrix is multiplied with the inverse of the value that the direct relation matrix is subtracted from the identity matrix.

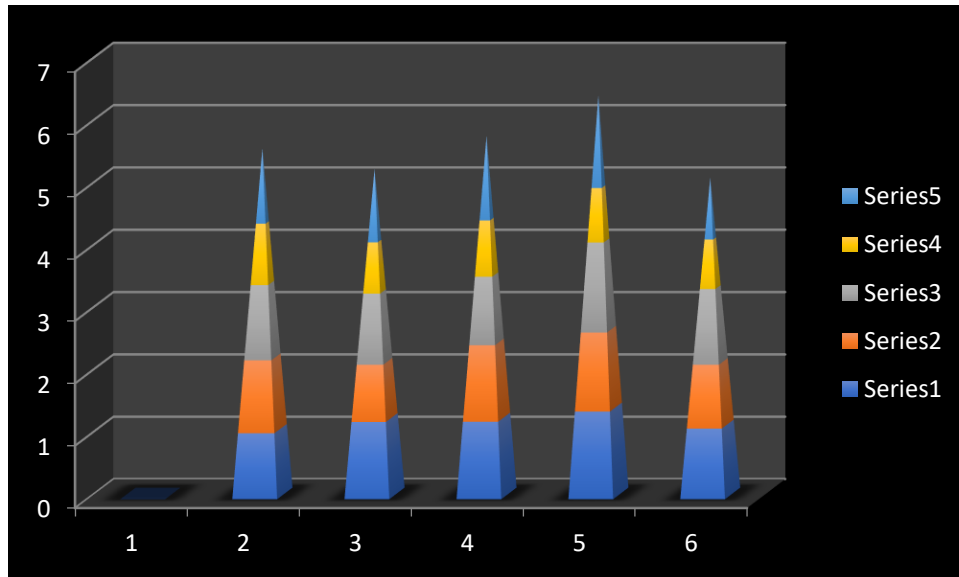


FIGURE 4. Total Relation Matrix (T)

Figure 4 shows the Total Relation Matrix the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future direct relation matrix is multiplied with the inverse of the value that the direct relation matrix is subtracted from the identity matrix.

TABLE 9. Organizational Behaviours Ri, Ci Value

	Ri	Ci
Supervision	5.537967	5.98756
Company Identification	5.211555	5.518193
Co-Workers	5.743187	6.006204
Financial Rewards	6.392096	4.306219
Career Future	5.066862	6.13349

Table 9 shows the Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future Ri, Ci Value. Financial Rewards is showing the Highest Value for Ri and Career Future is showing the lowest value. Co-Workers is showing the Highest Value for Ci and Supervision showing the lowest value.

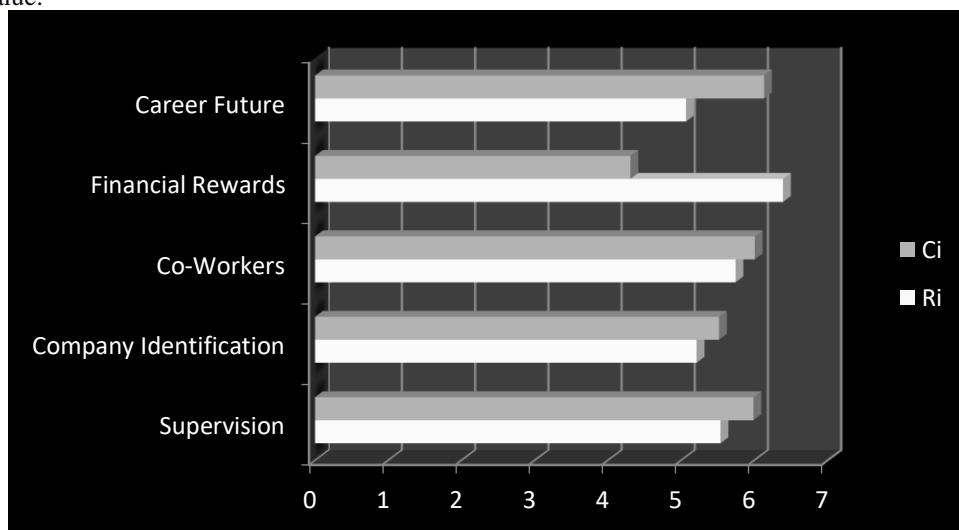


FIGURE 5. Organizational Behaviours Ri, Ci Value

Figure 5 shows the Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future Ri, Ci Value. Financial Rewards is showing the Highest Value for Ri and Career Future is showing the lowest value. Co-Workers is showing the Highest Value for Ci and Supervision showing the lowest value.

TABLE 10. Calculation of Ri+Ci And Ri-Ci To Get The Cause And Effect

	Ri+Ci	Ri-Ci	Rank	Identity
Supervision	11.52553	-0.44959	2	cause
Company Identification	10.72975	-0.30664	4	cause
Co-Workers	11.74939	-0.26302	1	effect
Financial Rewards	10.69831	2.085877	5	effect
Career Future	11.20035	-1.06663	3	effect

Table 10 shows the Calculation of Ri+Ci and Ri-Ci to Get the Cause and Effect. Organizational Behaviours of the Supervision, Company Identification, Co-Workers, Financial Rewards, Career Future. Co-Workers got the first rank whereas Financial Rewards has the lowest rank.

TABLE 11. T Matrix Value

T Matrix				
1.041828	1.151327	1.186843	0.969059	1.18891
1.218989	0.902913	1.121277	0.80784	1.160534
1.225451	1.207896	1.0807	0.888672	1.340467
1.38692	1.251093	1.424114	0.860469	1.4695
1.114371	1.004964	1.193269	0.780178	0.974079

Table 11 shows the T Matrix Value Calculate the Average of the Matrix and Its Threshold Value (Alpha) Alpha 1.118067 If the T matrix value is greater than threshold value then bolds it.

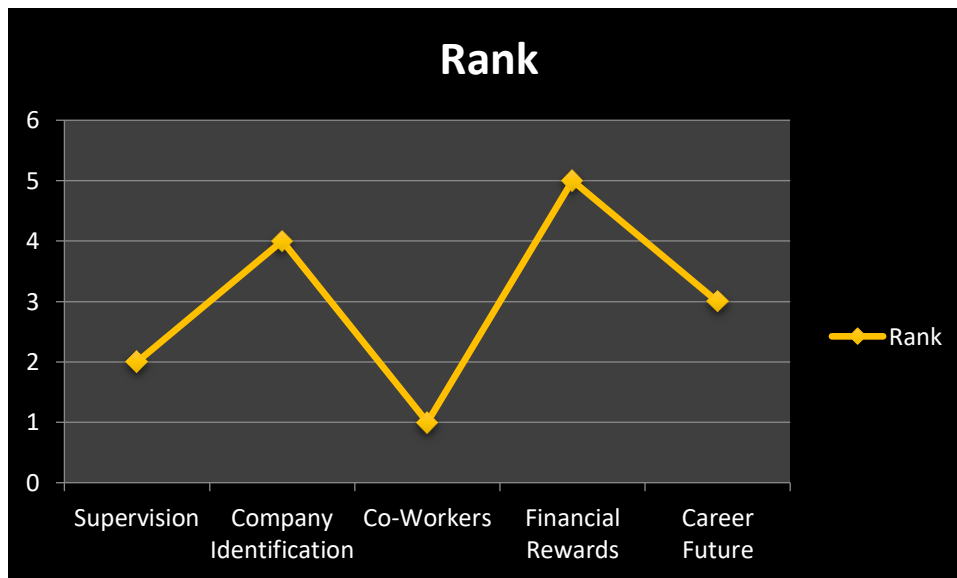


FIGURE 6. Shown the Rank

Figure 6 shows the Rank using the DEMATEL for Co-Workers got the first rank whereas Financial Rewards has the lowest rank.

6. CONCLUSION

In an organizational workgroup setting, this study looked at both individual and organizational factors of workplace deviant behavior. We specifically paid attention to team member performance and organizational climate. The findings revealed that the association between organizational responses and aberrant behaviors is moderated by the intensity of the individual effect. Additionally, male team members were more likely to cheat at work than female team members due to higher degrees of negative emotions. For managers looking to grasp

the management consequences of industrial workplace devastation and abnormal conduct in businesses, we believe that this result is of utmost significance. The current theory, research, and application of POB are still in their infancy, as the title of this review paper indicates. But as was mentioned, there has been substantial development. Like any emerging subject of study, POB can only be completely understood and utilized for performance impact through additional theory development and research. In our final observations, we offer a road map for continuing the path toward a deeper comprehension and more efficient application of POB. By relating this to the issues we discussed in our study of emotions, we can see that dealing with variety includes some emotional work (hiding feelings), which calls for effective emotional intelligence management. Diversity is a source of affective phenomena.

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