

Organizational Behavioural Issues In Orpic

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Introduction Of The Organization

Orpic is one of the largest and most quickly growing industries in the Middle East region. The orpic refineries are located in Muscat and Suhar. Besides this, polypropylene as well as aromatics production plants are located in Suhar. They provide petroleum products, plastics, chemicals and fuels to Oman and other regions of the world.

Summary Of Problems

One of the positive things about Orpic is its supply chain, which helps it understand the behaviour of its employees and improve working conditions for them. Culture and behaviour play an important role in attaining overall objectives, so they hire individuals from different universities to give opportunities to talented individuals in their organization. However, certain issues are faced by the Orpic that cause different problems for individuals and groups of individuals that are associated with this company. Firstly, the company lacks strategies for effective leadership succession planning because of conflict in authority related to the leadership skills of those who will take the leadership position in the future. Moreover, they do not show an interest in developing leaders.

Secondly, there is a general interference in human resource management. For instance, the company lacks qualified professionals in certain managerial and technical activities. Thirdly, the organizational structure of the company is very complex as compared to several international and national organizations. As a result, coordination between different units of the company is not good. Lastly, the employees feel demotivated because there is a very limited opportunity for progression within the organizations. Due to this, the sense of loyalty among the workers has decreased within the oil industry.

The management of the Orpic oil industry is more seniority-based, conservative and non-market-driven. They lack the proactive type of leadership style in which leaders are more concerned towards achieving their goals. They share their vision with the team members to motivate them to accomplish their objectives (Langton et al., 2013). Moreover, there is a presence of conflicts and resistance among employees and managers, which makes it difficult for employees to communicate their wills and concerns.

Analysis Of Issue Within The Organization

Organizational Politics

It is defined as manipulative behaviour and self-serving behaviour of people or groups of people to promote their interests without even thinking about others (Johns & Saks, 2011). It is one of the factors that hurt the Orpic oil industry deeply. In an ideal work setting, most leaders try to develop leaders for the future, and it is considered important for the company to attain its goals. However, in the epic oil industry, the poor leadership style of managers demotivated the people. Employees do not get enough opportunities to promote their growth and development within the organization. Managers are not thinking about building a coalition with stakeholders. It led towards increasing personal conflict within the organization (Jerry, 2008).

Mistreatment is also reported with employees in certain situations, which raises the question of the ability of leaders in the Orpic oil industry. It is found that employees are not motivated at all. Besides this, the satisfaction level of employees is also not up to the mark due to the low wages provided by the company. However, they provide excellent opportunities for fresh graduates to become affiliated with the company. However, poor progress in the company reduces the loyalty among the employees for the company.

Organizational Structure

In several situations, employees who worked in the Orpic industry have reported that they do not find any effective means of communication to carry their demands to upper authority. There are several reasons, but one of the main reasons highlighted by workers is the poor and complex organizational hierarchy. In various situations, it has also been observed that different units within the organization do not have any coordination related to the specific matter, which creates problems for individuals working in that department. As a result, the company has also faced losses, as evidenced by its financial statement (Hersey et al., 2007).

The hyper-centralized administration of the Orpic industry had led to different issues. The labourers couldn't share their perspectives with respect to working conditions and different issues. The correspondence framework has been observed to be one way to concentrate on training the subordinates. Furthermore, the tyrant culture of the association leaves no extension for advancement, which essentially represses future development (Mohr, 2012). In the dynamic worldwide business condition, it is vital for associations to encourage advancement to guarantee reasonable development. It has several associations which had rebuffed the workers for abusing the standards.

The tyrant structure of Orpic Oil Corporation conveyed a communitarian ethos for maintaining a

higher level of dedication. The decrease in the business level is a disturbing element for Orpic, which is the aftereffect of the present culture. The tyrant culture fundamentally influences the inspiration level of the representatives, which contrarily affects the budgetary execution of the association (Huczynski & Buchanan, 2010).

If Orpic does not take action against this type of attitude among its managers, then it will create problems for the company, and negative events will continue to happen in the future. It will affect the growth of their profit. Due to a lack of proper leadership in the company over the last few years, the company has been showing poor retention of their employees, which also affects their stability.

According to the Maslow theory of hierarchy, there are five important needs that include “basic needs, safety needs, social needs, self-esteem and self-actualization”. In the Orpic Corporation, employees are getting good wages, but a lack of motivation is reported among them because they feel that their prestige and status are not recognized in the company. Individuals in their work setting want peace, comfort, affection and support (Huczynski & Buchanan, 2010). If they lack these things in their workplace, it can decrease their motivation and affect their work performance. In the Orpic oil industry, self-esteem and self-actualization are actually missing.

Besides this, employees are not happy with the leaders and managers. They fail to provide a good environment and motivation to employees. Similarly, according to Herzberg’s theory, two factors are responsible for increasing employee motivation, including motivators and hygiene. Hygiene includes those employees who are not satisfied with their jobs, while motivators are those who are satisfied with their jobs and related aspects. In a real work setting, employees want leaders and managers who appreciate their work by acknowledging them.

Assumptions About The Organizational Problems

It has been assumed by evaluating its issues that there is no effective leadership in an organization, which makes the workplace less respectful for the employees working in the Orpic Oil industry.

It has also been found that the organization does not have any good communication system. Therefore, workers and employees are less motivated about their jobs. They do not have any policies that may promote motivation among employees.

It has also been assumed that organizations are unionized. That’s why they have low retention rates.

Action Plan

As a matter of first importance, the acknowledgement of the change program would positively hoist showdown among the workers, leaders and managers of the company. The sources and the clear effects of this protection were mentioned in the previous dialogues. Protection from the change of the

representatives prompts firmness and absence of help, resulting in the postponement of the change procedure and in interior procedures and tasks. The second issue to observe is the distinctions in the inclinations of the administration and initiative styles of directors in the association, which are weighty to fluctuate between departmental societies and practices.

It is important for the higher authorities to take action against this type of behaviour from the manager's side, which is the main source of demotivation among employees. They need to create an environment in which staff feel comfortable sharing their concerns. Moreover, positive recognition is important for employees as it encourages them to perform well in their jobs (Martin, 2011).

"It is believed that employees who are motivated tend to be more likely to reach their goals. Within a company, there are many factors that lead to having highly motivated employees" (Moorman et al., 2012). It can happen if employees are given the right opportunities to perform their jobs well. Moreover, ample information and a support system are also integral parts of increasing motivation and self-satisfaction among employees. Orpic cooperation provides good learning opportunities to interns, but the company needs to promote motivation among staff and employees. They need to promote a leadership style that increases motivation among employees and increases their loyalty. Through this strategy, the company can promote cooperation and communication among different units, which will increase its effectiveness.

Using an IT or IS, the organization would have the capacity to sort out its client database, which would enable it to have a viable and effective item stock, subsequent client meet-ups, and assessment of client inputs for item change. Ultimately, the association can enhance its activities techniques through the change of its inventory network. In the administration of its production network, both the providers and the enterprise would have the capacity to have a fruitful and efficient association, in this way keeping the obstacles of arrangements and assets thought about as important by the association (Jerry, 2008).

It is necessary to avoid any buck-passing, irresponsibility, and misunderstanding to promote communication among different units of the company and to overcome the losses that the Orpic oil industry has faced in recent years (Fincham & Rhodes, 2015). It is important for them to analyse the role of each worker and manager and allocate the power and resources carefully. In the last few years, in the Orpic oil industry, the allocation of power has not been well-defined and has been less effective. The area of responsibility is not well-defined for managers, which has also created some problems for employees in terms of motivation and encouragement.

Conclusion

One of the positive things about Orpic is its inventory network, which helps it comprehend the conduct of its representatives and enhances working conditions for them. Culture and conduct play a vital part in achieving general goals, so they contract people from various colleges to offer chances to

gifted people in their association. However, certain issues have also been identified. Mistreatment is also reported with employees in certain situations, which raises the question of the ability of leaders in the Orpic oil industry. It is found that employees are not motivated at all. Besides this, the satisfaction level of employees is also not up to the mark due to the low wages provided by the company. However, they provide excellent opportunities for fresh graduates to become affiliated with the company. However, poor progress in the company reduces the loyalty among the employees for the company.

In the end, It is necessary for the higher authorities to take action against this type of behaviour from the manager's side, which is the main source of demotivation among employees. They need to create an environment in which staff feel comfortable sharing their concerns. Moreover, positive recognition is important for employees as it encourages them to perform well in their jobs.

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