

REVIEW ARTICLE

Understanding Dysfunctional Organizational Behaviour

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ABSTRACT

In this modern era, the need for redefining the concept of organizational development has come. The dynamics in an organization need to be blended according to emotion based stand point. Emotional trauma leads to downsizing, outsourcing, continual changes and abuse of powers. In order to heal the trauma and increase the performance, the employers have to first acknowledge the existence of trauma. Organizational culture is the values that are shared by all members in that group including older and younger members along with their perceptions of the world. In spite of all the needed measures, modifications and attempts to regulate and standardize interactions at work, many medical organizations do have a certain persistent dysfunction. Let us see the complexity inherent in our organizations.

Key words: Organizational culture, Dysfunction, Medical manager, Performance, Creativity.

INTRODUCTION

According to the contemporary theories of positive emotion, gratitude has its effects through enhancement of positive affect. The study done on people with chronic illnesses such as arthritis, chronic obstructive pulmonary disease and diabetes revealed that a predisposition towards gratitude benefited quality of life^[1]. Knowledge of ethical questions and related issues with continuous ethical self-reflection were found to be essential components of high quality psychotherapeutic management that requires both psychotherapy training and systematic supervision^[2]. In a critical review by Konorski, advantages and shortcomings of the physiological approach of Pavlov and purely behavioristic approaches advocated by Hull and Skinner were discussed. A close cooperation between behaviourists, neurophysiologists and neuroanatomists was recommended, with focus on the investigation of the neural mechanisms that underlie a behaviour^[3]. Using functional MRI (fMRI), a novel social prejudice paradigm was employed to examine specific brain regions associated with real time moral emotion, focusing on guilt and related moral negative emotions. A significant negative association was found between self reported guilt and neural activity in the pregenual anterior

cingulate cortex (ACC) suggesting a role of self regulatory processes in response to moral negative affect. The findings were consistent with the multifaceted self regulatory functions of moral negative emotions in governing and modulating one's social behaviour^[4].

A study that examined the effects of utilitarian and hedonic beliefs on the continued use of an e-Health newsletter using constructs from information technology (IT) adoption and continuance theories was done on older adults. Additional analyses were done that compared the relative strength of intentions compared to earlier use in predicting later use. Usage intention was able to be predicted by both hedonic beliefs and utilitarian beliefs. Utilitarian beliefs had direct effects on intention and also indirect effects mediated by hedonic beliefs. Intention predicted subsequent use, earlier use was a significantly better predictor of use than intention^[5].

Organizational efficiency:

Caring communion, invitation, a togetherness and the feeling that makes feel 'the little extra' were found to be the expressions of ethical contexts and caring acts in a caring culture. A noncaring culture does not consider the dignity of its residents and

was represented by routinized care that values organizational efficiency and instrumentalism rather than an individual's dignity and self worth. This suggests that an ethos must be integrated in both the organization and in the individual caregiver in order to be expressed in caring acts and in an ethical context that supports these caring acts [6]. An objectively principled neuroethics for international relevance requires a new concept of metaethics which deals with understanding how morality works and how humans manage and improve morality. This meta ethics is objectively based on the brain and social sciences. This suggests the need for augmentations to traditional medical ethics in the form of four principled guidelines for international consideration: empowerment, non-obsolescence, self-creativity, and citizenship [7]. The effects of abusive supervision on organizational deviance were moderated by subordinate self-control capacity and the intention to quit. These effects were significant only when subordinates had low self control capacity and high intention to quit [8]. Parents of children with cancer showed higher levels of spoiling and concern about their child's health and development than comparison parents. Items assessing overprotection and emotional responsiveness did not distinguish the parent groups. Cancerrelated stressors and parental distress have the potential to affect childrearing practices for paediatric oncology [9]. Sexual fantasies and actions were found to be different phenomena, unique to each individual, that are themselves in need of explanation. The radically different conceptions of sexuality were found [10].

The socioeconomic and demographic background of participants played minimal role in determining wellbeing or the probability of choosing a paying option within the choice. Sitelevel environmental characteristics were less related to Willingness to pay, but showed strong associations with self-reported wellbeing [11]. In the Canadian Model of Occupational Performance and Engagement, it was proposed that theoretical relevance is enhanced by incorporation of culturally diverse perspectives into theories of occupation. Cultural humility is an approach to theoretical development and in efforts to counter professional Eurocentrism, ethnocentrism and intellectual colonialism [12]. Traditional measures of perceived risk did not account for the costbenefit analysis inherent in vaccine decision making. Messages designed to emphasize disease risk were found to be ineffective [13].

Table 1a: Issues in assessing effective performance

Environmental characteristics	Unit characteristics	Patient characteristics
<ul style="list-style-type: none"> • Location • Competition • Regulation • Legal forces 	<ul style="list-style-type: none"> • Organization • Management • Care giver • Interdependence 	<ul style="list-style-type: none"> • Physiology • Severity of illness • Socio demographics • Life style

Table 1b: Other issues in assessing effective performance

Interorganizational characteristics	<ul style="list-style-type: none"> • health care system • strategic alliances • network coordination matters
Organizational characteristics	<ul style="list-style-type: none"> • technology • volume of similar cases • teaching status • size and ownership
Provider characteristics and process	<ul style="list-style-type: none"> • training • experience • competency in diagnosis and treatment

Cells and neural circuits have powerful noise resistance mechanisms, that give adequate protection against thermal noise and sufficient to buffer against Heisenbergian effects. The EcclesBeck model of interaction between self (soul) and brain at the level of synaptic exocytosis, conclude that Heisenbergian uncertainty was too small to affect synaptic function. Amplification by chaos did not provide a solution to this problem [14]. Usage of spanish language, social support, discrimination and stress played an important role in the relationship of Hispanic composition to depressive symptoms in Mexicandescent adults living in neighbourhoods in Texas City, Texas [15]. The psychological needs and altruism were related to the affective aspect of moral development. The justice reasoning was related to the cognitive aspect. The results were found in a theoretical model done to integrate the affective and cognitive aspects of moral development, and prototypic responses to questions related to hypothetical moral dilemmas [16].

Sports and physical activity:

Research done by Rhodes RE 2014 was aimed at overcoming the intention behaviour gap in the behavioural science of physical activity (PA). Suggestions were made for PA practitioners on how to employ strategies to help their clients translate good intentions into actual behaviour. The topics included were the promotion of affect, organization, automaticity and social

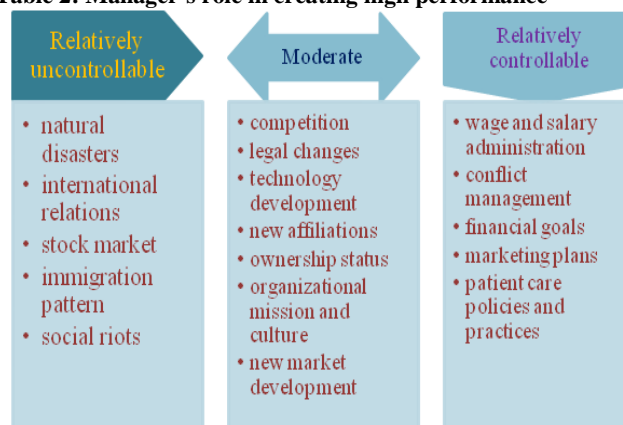
responsibility^[17]. Bayesian structural equation modelling was found to be useful for testing the robustness of an integrated theoretical model, which is informed by empirical evidence from meta analyses and theoretical expectations, for understanding the concept of sport continuation^[18]. Extrinsic motivation of external regulation predicted ego orientation and a decrease of task orientation, positively. The results ratified the use of the Spanish version of the Sports Motivational Scale (SMS) to measure different types of motivation within the sports context^[19]. Developing interventions targeting implicit theories of the body were found to be a way to increase physical activity in female undergraduate students^[20]. Recovery self efficacy and satisfaction with health outcomes of walking group attendance was found important for objectively measured maintenance. Self reported habit was not important for maintenance at walking groups. The study done on community participants suggest the need for intervention studies to boost recovery self efficacy and satisfaction with outcomes of walking group attendance, to assess impact on maintenance^[21].

The difficulty faced by Royal Australian and New Zealand College of Psychiatrists (RANZCP) candidates and other mental health professionals in producing a complete integrated account of an individual was due to multiple factors, but was explainable on the theoretical grounds. Understanding why a particular task or other tasks of formulation, is problematic requires knowledge of its intellectual history, its rationale, the tools of reasoning that it requires and the nature of the challenges that it can pose to the concerned individuals^[22]. Fostering autonomous motivation by supporting the fundamental human needs for autonomy, competence and relatedness. This study gave the needed insights and approaches of importance to academic faculty leaders for promoting faculty development^[23]. Mindfulness and acceptance, a clear focus on the positive aspects of life with positive orientation towards future were found to be very useful strategies of self regulation. These were part of the existential behavioral therapy (EBT) intervention done on bereaved partners. Mindfulness was thought to be permitting emotions and acceptance of one's inner processes, even though they were not pleasant. This was helpful to stop ruminative thinking^[24]. The findings of a study done in workplaces of various enterprises in Taiwan using a model that investigated the effect of

organizational health culture on the organizational effectiveness of health promotion, suggested business executives that organizational health culture and employee health behaviour balance improves the employee effectiveness^[25].

Media multitasking was not related with self reports of difficulties in attention switching or distractibility. A causal structural model was proposed for assessing both direct and indirect effects among media multitasking, attentional failures, mind wandering, and cognitive errors, with the heuristic goal of constraining and motivating theories of the effects of media multitasking on inattention^[26]. A unique perspective was given on the representations of disability as cure in the narrative fiction of nineteenth century as a means of giving voice to the marginalized, disabled, and disempowered^[27].

Table 2: Manager's role in creating high performance



Adolescence and youth:

Findings from multilevel analyses done in college students showed that (a) betweenperson differences represented the extent of variability in daily moderate to vigorous physical activity intentions and behavior, respectively; (b) attitudes, injunctive norms, self efficacy, perceptions of limited time availability and weekend status predicted daily changes in the intention strength; and (c) daily changes in intentions, perceptions of limited time availability and weekend status predicted daytoday changes in MVPA^[28]. Yan Y *et al* 2014, suggested that Protection Motivation Theory (PMT) based smoking prevention and clinical smoking cessation intervention programs have to focus more on adolescents' perceived rewards from smoking and perceived efficacy of not smoking. This measure is effective to reduce their intention to and actual use of tobacco^[29]. First generation immigrants were less likely to get involved in serious offending and to evidence persistence in offending. They were on a path towards desistance more earlier than their peers.

Assimilation and neighbourhood disadvantage operated in unique ways across generational status and related to different offending styles. The study shows that the risk for persistent offending was highest among those with high levels of assimilation who resided in disadvantaged contexts, especially among the second generation youth^[30]. Models of procedural justice developed for adults were only partially replicated in a sample of youth. Research done by Penner EK *et al* 2013 suggests that treating adolescents in a fair and just manner reduces the likelihood of reoffending among that adolescents, in the short term^[31]. The findings from studies done on New Zealand European and New Zealand Chinese adolescents, supported and extended the present theories of episodic memory by specifying that pre adolescents were starting to organize their episodic memories into lifetime periods, which was not realized fully until later in adolescence^[32].

Trait anxiety was unrelated to cognitive test performance in adolescents with average working memory capacity (WMC) scores. In contrast, was negatively related to test performance in those with low WMC and positively related to test performance in those with high WMC. The results suggest that WMC moderates the relationship between anxiety and cognitive test performance and is a determinant factor that can explain the discrepancies found in literature^[33]. A new light was thrown on the neurocognitive mechanisms that underlie the experience of body ownership and conscious selfhood in health as well as when suffering with neuropsychiatric illness^[34].

Children with social anxiety disorders were having higher levels of sensitivity to anxiety and were more prone to view ambiguous situations as anxiety provoking, whether physical information was present or not. The extent to which physical information altered children's interpretation of hypothetical scenarios was almost same in all groups. Hence strategies to modify particular cognitive constructs are not much needed in treatments of some childhood anxiety disorders^[35].

Psychosocial aspects and creativity:

Interactions of heart with inner self do exist in clinically significant ways. These concepts are poorly understood and under recognised in healthcare settings. Greater integration of cardiovascular and psychosocial medicine will improve patient care^[36]. Discriminant analyses done using intentional binding paradigm,

identified a change in time perception of both actions and their negative outcomes, demonstrating that the experience of action was subjective to affective modulation. And a little binding benefit was found for positive action outcomes. Emotional modulation of sense of agency helps in regulating social behavior. Correct tracking of the valenced effects of a person's voluntary actions on other people underlies in having successful social interactions^[37]. The analysis of the fetus done by Bornemark J2013, clearly shows the distinction between knowing that another person is having experiences, and knowing the specific content of the other person's experiences. The fetus does not experience different persons, but has a presubjective experience of life that includes what is later experienced as belonging to another person. Later in life, the experience of empathy, as an experience of a specific content, is developed from this experience. Empathy and *Einsföhlung* were understood as complementary rather than as competing phenomena^[38]. Analysis of group dynamics such as ingroup overevaluation and outgroup devaluation were having central importance in stabilizing the male sense of self worth and legitimizing, normalizing and internalizing violent behavior. This clearly suggests that instead of mythologizing, biologizing or banalizing violence, trans-disciplinary approaches are needed to achieve violence prevention on different ecological levels being obligated to a culture of nonviolent conflict management^[39].

Cheating was found to be associated with feelings of self satisfaction. The lift in positive affect from cheating persisted even when prospects for self-deception about unethical behavior are reduced. The results suggest some important implications for models of ethical decision making, moral behavior, and self regulatory theory^[40]. Among messages that described the social determinants of health disparities, a message that identified the role of personal choices like explicitly acknowledging personal responsibility, produced the least anger and counterarguing among Republicans. Political differences in anger arousal and counterarguing were explained by predisposing values toward personal responsibility. The study findings had significant information for the policy advocates seeking to bridge public divides surrounding health disparities and also for scholars advancing theories of reactance of public to policy relevant

health messaging^[41]. In a study done to develop a self administered, multidimensional, poverty related quality of life (PQoL) questionnaire for individuals seeking care in emergency departments (EDs), significant associations were found with socioeconomic and clinical indicators, showing a good discriminant and external validity for the model questionnaire^[42].

Listening to music helped to regulate arousal and mood, to achieve self-awareness, and as an expression of social relatedness. The first and second dimensions were found to be more important than the third dimension; in contrast with the idea that music has evolved primarily as a means for social communication and cohesion^[43]. Shared social identity or lack of it (sometimes) motivates individuals to rise to particular creative challenges. This provides a basis to recognize or disregard certain forms of creativity. This empirical work supported eight novel hypotheses related to individual, group, and systemic dimensions of the creativity process^[44].

CONCLUSION

Abusive supervision had effect on organizational deviance when subordinates had low self-control capacity and high intention to quit. Extrinsic motivation of external regulation predicts ego orientation and a decrease of task orientation. Gender and age differences are strong predictors of ego orientation. Supporting autonomous motivation maximizes functioning and well-being, helping the academic health centers recruit, retain, and foster the success of their learners and faculty members. Shared social identity motivates individuals to rise to particular creative challenges in an organization, providing a basis for creativity to be recognized or disregarded otherwise.

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