

ORGANIZATIONAL BEHAVIOUR: GROUP REPORT

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1. Introduction

The fundamentals of organizational culture are based upon shared beliefs as well as values and norms, which influence stakeholders' behaviour at the workplace and, at the same time, impact the way individual and group interaction takes place. It initially defines the organisational status and personality, which impacts employees' perception, motivation and job satisfaction that are directly connected with overall business performance. In the organisational context of SMEs, organizational culture impacts the success of SMEs by driving the core of shared values, norms, and beliefs. The choice of SMEs which has been made for this report is NWH Group, which offers services in the context of waste management, one of the emerging concerns of sustaining industrial growth.

NWH Group is known as one of the famous recycling and waste management companies with a clear mission to change the industry for the benefit of the planet. Based in Midlothian, the NWH Company is a second-generation family-run company. The goal of the NWH Group, which operates eleven locations around Newcastle and Scotland, is to eradicate rubbish by turning it into a useful product. There are now 350 employees working for the company (LinkedIn, 2024). The essential organizational culture of the company is embedded in the mission to eliminate waste by offering an extended range of waste management services to different industries, such as leisure, retail, and construction industries (Nwhgroup.co.uk, 2024). This report aims to analyse the organizational behaviour of an SME named NWH Group, one of the famous recycling and waste management businesses that originated in the UK. In addition, how motivation impacted the organisation's performance has been presented considering different levels, such as individual and group levels.

2. Organizational Behaviour: Theories, models, and concepts

Organizational behaviour refers to the values, beliefs and tendencies of every professional individual to achieve greater good and business success. There are some key drivers that can influence employee motivation, such as career growth, secure employment, financial stability, business expansion and others, which in turn can drive organizational behaviour as well. On this note, businesses such as NWH group are required to maintain a higher degree of workplace productivity and efficiency to maximize their business outcome. Therefore, improving employee performance, offering proper feedback and training and development to the employees are the core tasks for the administrative professionals. NWH Group is known as one of the leading UK-based recycling and waste management businesses aimed at changing its industry that benefit the planet in the long term. The gathered organisational data about NWH

Group highlights that it comes under the category of progressive business, and in this case, innovation plays a vital role in meeting organisational objectives, along with bringing improvements in the existing efficiency of business practices (Nwhgroup.co.uk, 2024). The fundamentals of CSR practices are visibly embedded throughout the business and are concern with tackling gender inequality within the waste management industry. The main purpose, vision, mission, and values of the organisation are as follows, presented in the infographics.



Figure 1: Purpose, Vision, Mission, and Values of NWH Group

(Source: Nwhgroup.co.uk, 2024)

The above-presented Figure 1 highlights the initial purpose, vision, mission, and values of the company named NWH Group, as well as the culture of the company. Based on the presented organizational information, it can be stated that sustainability is at the heart of framing the mission of NWH Group UK. The mission to "eliminate waste" aligns with the initiatives taken to ensure environmental sustainability. As per the opinion of Ali and Anwar (2021), the current environmental state of industries seeks appropriate waste management strategies and approaches to eliminate the pressure of waste on the environment. It contributes directly to upgrading the brand image by highlighting its contribution to taking green initiatives along with responsible business practices. On the other hand, the existing organisational culture reflects that it supports incorporating innovation into practices at NWH Group UK in such a way that it supports making effective investments in introducing new recycling equipment, along with focusing on improving efficiency and processing capabilities (Nwhgroup.co.uk, 2024). It reflects that NWH Group UK practises a culture that values continuous improvement and innovation, inclusion, and following an ethical approach.

Apart from all of these, active employee engagement is determined as the main stem of businesses to ensure sustainable long-term development. As per the views of Kalogiannidis (2021), teamwork addresses and fosters a sense of belonging and loyalty at the workplace, along with helping keep employees motivated enough to work hard. In the case of NWH Group UK, being one of the second-generation family businesses, it firmly values tradition, teamwork, loyalty, as well as continuity. This kind of teamwork practice can be defined and analyzed

under the limelight of "Belbin Team Roles," considering the engagement of key people with business operations at different levels. As per the views of Paais *et al.* (2020), the nine team roles underpinned by the "Belbin Team Roles Model" are co-ordinator, shaper, Plant, team worker as well as implementer, resource investigator and evaluator, and specialists. In light of the key organizational culture of NWH Group UK, it can be stated that the hierarchical culture of the company is evident in the CEO, CIO, and other essential management team members. Apart from the CEO and CIO, the key team members of NWH Group UK include the hr manager, as well as the Commercial Sole Lead, managing and executive directors, along with group compliance and finance directors. The entire team, in this case, plays the role of coordination and planner, which influences certain aspects of culture and essential practices, especially initial decision-making and communication.

The base of the organisational culture of NWH Group underpins the customer-centric approach, which addresses the essential service orientation of the company. As per the views of Widarko and Anwarodin (2022), service-based companies remain overly concerned with following the best possible way to meet customers' needs and keep them satisfied all the time. Providing an improved and better customer experience indicates the requirement and implementation of continuous development and training sessions for employees. In the case of NWH Group UK, the company's focus on offering garbage collection services to different industries points to a customer-focused strategy. Company values, performance indicators, and staff training may all demonstrate this emphasis. On the other hand, the long-term mission of the company and its commitment to eliminating waste across industries visibly align with the mission culture that can effectively drive behaviour and performance. Apart from these, the culture of incorporating innovation into organisational practices can be analyzed under the limelight of Adhocracy culture. As per the views of Riyanto *et al.* (2021), the key aspects of "The Adhocracy Culture Model" deal with innovation, adaptability, and risk-taking attitudes of individuals. In the case of NWH Group UK, the strong focus on maintaining sustainability along with new technologies aligns with the fundamentals of the "Adhocracy Culture Model." Analyzing the gathered data set about the chosen organisation highlights Gender pay gap is one of the major concerns of the company, though the company is currently focusing on growth and expansion. The disparity between men's and women's average hourly wages is known as the mean disparity in pay. At NWH, this is 6.23%. The gender wage gap in the UK was 15.5% as of 2021, reported to the Institute for National Statistics (Nwhgroup.co.uk, 2024). This particular data indicates that the implemented growth strategies by the company have influenced adaptability and progress by fostering the culture that underpins ambition.

The fundamental beliefs of the company named NWH Group UK appear centred upon employee well-being, which fosters a positive workplace environment and, at the same time, suggests a long-term commitment to the well-being of employees. Based on the gathered organizational information about NWH Group UK, it can be reported that collaboration is at the heart of the behavioural approach followed by employees (Nwhgroup.co.uk, 2024). A readiness to work together and expand through acquisitions and mergers is demonstrated by the purchase and subsequent integration of J&J Stanley. As per the gathered organizational information, it can be reported that the urgency of maintaining efficiency and productivity, along with continuous collaboration and belief regarding maintaining resilience, addresses core norms and behaviours at NWH Group UK. The fundamentals of the "Theory of Planned Behaviour (TPB)" align with these facts and, at the same time, help in identifying the important aspects. As per the views of Aliyyah *et al.* (2021), key aspects of "The Theory of Planned Behaviour (TPB)" underpin an individual's intentions that indicate that behaviour is highly influenced by attitudes towards behaviour and visibly perceived behavioural control. In the case of NWH Group UK, under the limelight of TPB, it can be reported that employees' favourable opinions of eco-friendly practices are influenced by the company's strong dedication to environmental sustainability, which is demonstrated by its goal to eradicate rubbish and turn it into useful goods. Contributing to a business that is improving the environment may provide employees with a feeling of fulfilment and purpose. Apart from these, based on gathered data insights regarding norms, beliefs and values, and the mission of the company, it can be reported that the culture of NWH Group UK is highly likely to effectively foster a long-term sense of social pressure to ensure employees are connected with offering better environmentally friendly behaviours. This can be assumed as highly influenced by public preferences for sustainability, high emphasis on framed environmental goals, as well as employees sharing the same values. Forson *et al.* (2021) highlighted in their study the phenomenon of perceived behavioural control that is addressed by TPB and impacts the way people behave at the workplace and interact with their respective colleagues. Considering these, in the case of NWH Group UK, it can be stated that employees' perception that they have the means and aptitude to adopt eco-friendly practices is influenced by the company's investment in innovative recycling facilities as well as its emphasis on efficiency and innovation. This apparent behavioural control may improve employee motivation and desire to behave sustainably. In this manner, the fundamentals of the "Theory of Planned Behaviour" have remained aligned with the different aspects of culture and organizational behaviour. However, analysis of the current organisational behaviour, mission, and values of the company highlights that the culture

appears to be connected to employees' intentions to efficiently engage in various environment-friendly behaviours and activities. The strong commitment to sustainability is prominently emphasised in social norms and high investment in resources, along with capabilities that ensure sustainable brand development.

3. Motivation and performance

Initially, the organisational culture of NWH Group UK is highly characterized by its strong commitment to sustainability, incorporating innovation as well as employees' well-being. As highlighted by Shkoler and Kimura (2020), at the individual level, motivation at the workplace includes job satisfaction, which influences the behavioural approach followed by individuals. In the case of the chosen SME, it can be stated that the firm's emphasis may improve employee motivation and performance on goal-setting and clear communication, which can assist staff in coordinating their aims with those of the company. In this manner, the organizational culture at NWH Group UK can impact individual motivation and decisions regarding whether to continue long-term relationships or not. On the other hand, a positive and supportive workplace culture that underlines a teamwork approach can efficiently lead to significantly increased job satisfaction, which in turn improves individual motivation to work hard and experience positive workplace performance.

Apart from these, the company NWH Group UK has recently implemented strategies to minimize the gender pay gap at the workplace and keep all employees satisfied to ensure they are actively engaged in managing workplace practices. As per the views of Al-Swidi *et al.* (2021), fostering a culture of positive as well as supportive workplace practice helps in meeting the initial needs of employees, that is, to work in a cooperative and positive environment. It improves employees' understanding and allows them to act positively in the workplace. These factors at the workplace align with the fundamentals of "Herzberg's Two-Factor Theory". Under the limelight of this particular theory, it can be reported that although not specifically stated, a fair and upbeat corporate policy can lower unhappiness and increase employee satisfaction. Good leadership and supervision may provide workers with the direction and encouragement they require to be successful. The teams of efficient leaders and executive personnel at NWH Group UK play a vital role in making informed decisions and implementing strategic moves to manage business activities (Nwhgroup.co.uk, 2024). Moreover, giving a more prominent focus on innovation and performance management helped the company to ensure employees with the provision of opportunities that ensure achievements and recognition.

4. Recommendations and Findings

Based on the analysed information on NWH Group UK's organizational culture and behaviour, it can be stated that existing cultural practices and behavioural approaches of employees at individual and collaborative levels can be improved by implementing a few strategic decisions. Considering the opinion of Dangol (2021), strengthening employee engagement offers companies the scope to improve the existing management practices. And foster a positive workplace environment. It is advised that formal programs be put in place to honour and reward staff members for how they contribute to the company's overall performance and sustainability objectives in the instance of the selected SME. On the other hand, it can be recommended to increase investments in employee training and development, not only regarding essential skill development but also for improving behavioural approach (Nwhgroup.co.uk, 2024). It directly impacts internal communication practices that help in achieving goals on time. It is highly suggested that the company encourages open communication practices, as it offers a better understanding of individual needs and the collective needs of the team at the workplace and improves workplace productivity and efficiency. It might allow the company to build trust and maintain transparency across organisational practices.

Apart from these, analysing and identifying the urgency of incorporating innovation and creativity at the workplace, it can be recommended that the company create easily accessible platforms for employees to share their valuable creative ideas, as well as knowledge-based suggestions. It would be beneficial for the company to improve existing workplace practices, processes, and service-based operations. As per the views of Kalogiannidis (2021), the introduction of efficient and easily accessible idea-generation platforms allows employees to present ideas and generate the best possible solutions to offer a better experience to target and existing audiences. As one of the industrial services offering SMEs, it can be recommended that the company named NWH Group UK foster a culture of experimentation and learning, which impacts the way employees act towards mitigating the chances of experiencing risks and learning from significant failures. In this case, it can be recommended that the company promote collaboration across different departments that encourage ideas and perspectives. However, by implementing these recommended strategies into practice, the company named NWH Group UK can efficiently strengthen and improve its existing organizational culture as well as enhance employee engagement that drives continuous success.

5. Conclusion

From the overall report, it can be concluded that the SME named NWH Group UK is currently practising a customer-centric behavioural approach at the workplace, which impacts employees' understanding and activities. On the other hand, the company's strong commitment to maintaining sustainability and building an innovation-driven workplace culture reflects the strategic move made by the company to ensure future growth and business management. The current cultural practices and individual behaviour at the workplace foster a sense of social pressure and expectations. To sum up, NWH Group UK seems to have a robust, ecologically conscious corporate culture that prioritizes creativity, client happiness, and worker welfare. A culture that prioritizes teamwork, resiliency, and a dedication to operational excellence most certainly supports these values and beliefs. NWH Group can build on its achievements and accomplish its long-term objectives by comprehending these cultural variables.

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ONLINE ASSIGNMENTS

Appendix

Appendix 1: Group Log

Student	Contribution
Student 1	I have researched crucial information regarding the organizational culture, and behaviour, and how these influence the employee motivation, individual or group performance and drive business success.
Student 2	My contribution towards this assignment was to critically evaluate the suitable model, theories or frameworks that can justify the content of this research in the light of organizational behaviour.
Student 3	I was tasked with extracting relevant and viable data regarding the selected brand named as NWH group UK.
Student 4	Though, all 4 members of my team were contributed in referencing the entire file, I was accountable for researching the key drivers of motivation and performance, and making strong recommendations that are suitable for our selected business organization.