

Organizational Behavior in Action

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Author's note, revised August 9, 2026: The BESS Company is a fictitious organization. Its scale, structure, stated values, and circumstances are constructed to present a plausible utility-scale energy storage business against which organizational behavior theory can be examined. This version has been altered from the original submission so that it cannot be associated with any company referenced during the research phase. Nothing in this paper describes, or represents the position of, any actual employer.

Organizational Behavior in Action

Introduction

The BESS Company is a global provider of utility-scale battery energy storage systems (BESS), operating in multiple countries with a portfolio concentrated in the United States. The company has grown quickly in recent years, roughly tripling its workforce. Their customers include utilities, independent power producers, and renewable energy developers.

The BESS Company is presented here as having cultivated an internal culture through a mission statement and a set of core values, each with supporting attributes. For the purposes of this analysis those values emphasize:

- Performance: setting direction and delivering on commitments
- Adaptability: learning quickly and adjusting to changing site conditions
- Accountability: safety, ownership, and quality of work
- People: development, inclusion, and trust

A second set of competencies is presented as the hiring profile the organization recruits against:

- Customer focus: anticipating client needs and simplifying delivery.
- Problem solving: engineering workable solutions under field constraints.
- Collaboration: working across functions and improving continuously.

These values and competencies are set at the corporate level. This paper does not analyze or criticize corporate policy; it examines how organizational behavior theories could be applied within a field services operation. The setting is a maintenance team working across several utility-scale storage sites, organizing contractors and resources. The paper identifies where those theories would appear in daily field work, how they would function, and what they would reveal

about behavior at the service level. Applied from the top down and producing results from the bottom up, these principles are what would keep an organization of this kind competitive.

Organizational Behavior and Organizational Operations

It is suitable at this time to provide the definition of Organizational Behavior as presented by McShane and Von Glinow (2023) in *Organizational Behavior: Emerging Knowledge*. Global Reality, the primary source of authority for this paper. McShane and Von Glinow define organizational behavior as the "study of what people think, feel, and do in and around organizations" (p. 4). The discipline also examines employee behaviors, decisions, perceptions, and emotional responses, as well as how individuals interact with teams and how teams shape individual behavior. As a field of study, organizational behavior seeks to identify opportunities for organizations to develop, implement, and maintain transformational processes. For a fuller picture of how that is accomplished, one can refer once again to McShane and Von Glinow (2023), who describe it as establishing the proper conditions for effective team performance and strategically allowing employees to influence one another. It is through a strong internal culture that organizational behavior theories and principles are ultimately implemented.

"Organizational Behavior: Use and Its Importance" was published in the peer-reviewed *International Journal of Scientific Research in Engineering and Management (IJSREM)*, by Dr. C. K. Gomathy, a doctoral-level researcher specializing in Organizational Behavior. Gomathy (2023) argues that job design, work-life balance, and employee engagement are not perks but levers. They are mechanisms that directly influence employee satisfaction, motivation, and team performance. Some organizations implement these practices out of imitation, following industry trends without understanding why they work. A strategically aware organization like The BESS Company implements them deliberately, they understand that these investments in employee

experience are designed to produce higher performance, stronger retention, and organizational commitment in return. Gomathy's argument is not theoretical in isolation; it maps directly onto what is happening inside The BESS Company's field services operation. When OB practices are implemented properly, the improvement in employee satisfaction, motivation, and performance is apparent, and sustainable growth is achievable. Consider a small regional department struggling with retention, with steady turnover and constant rehiring. Under the prior management approach, employee satisfaction was not treated as a driver of team performance. "Employee satisfaction, and OB is crucial in creating a positive work environment" (Gomathy, 2023, p. 1). Tight supervision and narrowed responsibilities made an already routine job feel more so. Under a different management approach the same team could recover. The work itself need not change; widening the scope to include more demanding assignments alongside it is enough to shift the experience. Autonomy, and the ability to plan and source their own resources, is what would give individual technicians a sense of empowerment. The role of OB in employee satisfaction is found in the "relationship between job design, work-life balance, and employee engagement, highlighting the ways in which OB practices can enhance overall job satisfaction" (Gomathy, 2023, p. 2).

Job Satisfaction

Unlimited PTO, work-life balance, a culture where employees can freely speak up without fear of repercussion, new work trucks, quality accommodations, and competitive pay. These are the levers such an organization would have available. Each individual is unique, and the lever that triggers job satisfaction is highly circumstantial. In organizational behavior, job satisfaction is one of the most extensively studied attitudes. McShane and Von Glinow (2023) explain that job satisfaction influences whether employees invest discretionary effort and

commitment into the organization, or whether they become disengaged, shifting toward self-preservation. The BESS Company offers these benefits intentionally, and its culture of driving job satisfaction reflects the organization's own strategic self-interest. Employees with high job satisfaction are more motivated to pursue innovation and sustainable solutions that position the company for the next phase of the industry. It is through this kind of deliberate policy design, rooted in OB principles and practices, that The BESS Company's core values of Performance, Adaptability, Accountability, and People are realized through job satisfaction.

The MARS Model of Individual Behavior

The MARS model is introduced by McShane and Von Glinow (2023) in chapter one and reflected upon throughout the entire text. The MARS model depicts four variables that directly influence voluntary behavior and performance at the individual level. See Figure 1 for the model. MARS stands for Motivation, Ability, Role perceptions, and Situational factors. The next section examines how values, attitudes, beliefs, feelings, and personality influence decision-making in the workplace.

In services, all four MARS variables are present. Motivation is shaped by financial incentives and career progression, both of which will be explored through expectancy theory in the following section. Ability is controlled by certifications and firsthand competency. An employee would not be cleared onto a project without certifications such as OSHA 10, NFPA 70E, First Aid, and CPR, and the organization is presented as hiring deliberately for proven experience and ability. Role perceptions determine whether a technician understands not just what task to perform, but why it matters to the larger scope of the project. Situational factors are perhaps the most visible in field operations, weather, supply chain delays, site access restrictions, and the physical realities of working inside energized battery enclosures all constrain or enable

performance regardless of how motivated or capable the individual is. The MARS model is not just a framework for understanding behavior in the abstract. It is the lens through which the remainder of this paper will examine how OB theory operates at the field level.

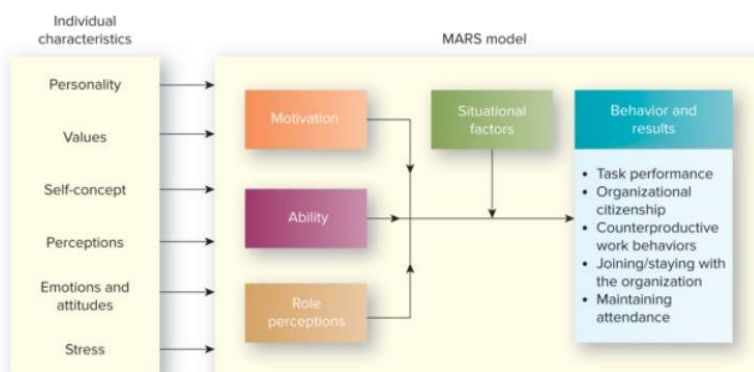


Figure 1

The MARS Model of Individual Behavior and Results

Note. From *Organizational Behavior: Emerging Knowledge. Global Reality* (10th ed., p. 23), by S. L. McShane and M. A. Von Glinow, 2023, McGraw-Hill Higher Education.

Values, Attitudes, and Decision-Making

In Chapter 4, McShane explains that attitudes are composed of three components: beliefs, feelings, and behavioral intentions. These elements shape how employees evaluate and respond to situations within the organizational environment. It is worth noting that this process is not linear, it is far more layered and complex. McShane and Von Glinow (2023) point out that contingencies such as personality, values, and situational factors all mediate whether feelings actually translate into observable behavior. Organizations can leverage this knowledge to design practices that cultivate positive emotional experiences, such as employee engagement initiatives

and team-level programming. At the field level, leaders create space for team members to voice concerns openly and reinforce it by addressing issues in real time and following through with tangible action. This kind of intentional design fosters higher levels of job satisfaction and sustains organizational involvement.

Values congruence is a term in the MARS model that refers to a person's values hierarchy aligning with another entity's values, in this context, The BESS Company. The theory in implementation is to have employees whose values align with the organizations. If the former is accomplished, it will lead to decisions that align with the company's interests. This is especially important in organic structures (McShane & Von Glinow, 2023), where the decision-making process is decentralized, and employees have autonomy, meaning the organization relies on the individual's values to guide behavior rather than rigid rules or oversight like in a mechanistic structure. The BESS Company has a selective hiring process using talent acquisition. This implementation mechanism is used to achieve values congruence. McShane and Von Glinow (2023) support this with their discussion of attraction, selection, and socialization for culture fit (p. 516). When it fails, cognitive dissonance is the byproduct (p. 129). So, by seeding the team with individuals who align with its values, the organization is simply giving them the opportunity to act in ways that align with their inner compass and simultaneously benefit the organization.

Motivation and Expectancy Theory

The analysis now turns from individual characteristics into motivation as the next MARS component and how motivation helps the organization achieve goals. Expectancy theory is a "motivation theory based on the idea that work effort is directed toward behaviors that people believe will lead to desired outcomes" (McShane & Von Glinow, 2023, p. 174). Expectancy

Theory would argue that an employee's motivation increases when they believe their effort will lead to superior performance, that superior performance will produce a desired outcome, and that the outcome itself is something they actually value (see Figure 2). If any one of those three links breaks, motivation drops.

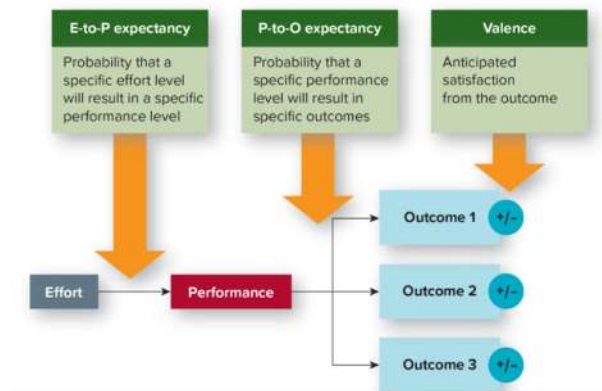


Figure 2

Expectancy Theory of Motivation

Note. From *Organizational Behavior: Emerging Knowledge. Global Reality* (10th ed., p. 174), by S. L. McShane and M. A. Von Glinow, 2023, McGraw-Hill Higher Education.

The primary ingredient in the expectancy theory is called valence, which is the anticipated satisfaction from the outcome. In the expectancy theory, the first two links, E to P and P to O, would need engineering. For a team to be motivated, you must provide an outcome worth the effort. At the field level, financial compensation is the clearest example. When a job is running behind or needs to be finished by a certain date, a lead can offer overtime as a financial incentive to get the job done on time. The E-to-P link would then be created because the employees believe the additional hours will provide extra income, but they know that for this to

continue, they must meet the deadline. Then the P to O link is concrete when the lead confirms that the overtime is approved. This creates a visual connection between performance and reward.

Team Dynamics and Organizational Structure

All the concepts discussed above are tied together in the lens of organizational structure and team dynamics. Organizational structure is defined by McShane and Von Glinow as the “division of labor, patterns of coordination, communication, workflow, and formal power that direct” (McShane & Von Glinow, 2023, p. 39). The above elements relate to organizational coordination and from there most organizations will fall into one of two categories: organic or mechanistic, which determines the degree of flexibility, authority, and formalization that teams operate under. McShane and Von Glinow (2023) break organizational structure down into four variables that determine how work gets divided, who holds decision-making power, how strictly rules govern behavior, and how employees are grouped across the organization. Departmentalization is the next layer, where team dynamics are formed based on the needs of the organization.

At the corporate level, The BESS Company's structure is difficult to classify from the field. The organization operates across multiple countries and several lines of business, which would suggest a matrix structure with regional divisions. The individuals in operations rarely interact with the corporate level. What can be examined more closely is how structure would operate at the field service level. The structure is functional in operations and is broken into separate departments where each serves a different function but operate in the same geographic regions. Each department has its own chain of commands. Departments work cross-functionally with each other in the field but report up through separate lines of authority. Formally, the operation has a mechanistic structure with non-negotiable safety protocols, certifications, and

compliance requirements. Yet within the mechanistic framework, field leaders operate autonomously, making decisions about scheduling, prioritization, and resource allocation. This creates a decentralized environment which itself leads to the individual's job satisfaction. The ability to make autonomous decisions and bear your own responsibilities creates a sense of ownership and job satisfaction. The situational factor in the MARS model is heavily influenced by organizational structure. This closes the loop back to individual motivation.

Conflict

The BESS Company is a highly innovative company, and the dynamic nature of the work requires employees to engineer solutions. McShane and Von Glinow (2023) discuss task conflict, also known as constructive conflict. This is to encourage that the focus and spotlight must be on the task or a constructive tension point. Often, cross-functional rapid-response teams are created to address unique situations that require specialized root-cause analysis. Constructive conflict is essentially a sounding board for feedback; this form of communication is the method for deriving the root cause and engineering a solution.

The challenge is keeping emotions out of it. During the interview process, one trait that is highly valued is emotional intelligence and the ability for the candidate to articulate thoughts coherently. Emotionally intelligent people do not act on emotion; they recognize it and manage it in themselves and others. Relationship conflict is unavoidable at times, and McShane and Von Glinow call it out as character assassination (McShane & Von Glinow, 2023, p. 396). The best way to deal with it is to prevent it by bringing the right people for the job with strong emotional intelligence, congruence and who are highly motivated. However, the preventative role is administrative. When relationship conflict surfaces in the moment, it is dealt with on the floor at

the manager's level. While the organization is very organic and decentralized, it also has a clear chain of command, and it is through that chain that conflict resolution is enforced when constructive methods fail.

Conclusion

Organizational behavior practices are not isolated theories or independent practices; they are a system that impacts organizational performance, ultimately leading to giving the organization a foothold in the global economy and keeping it relevant. Corporate policy sets the culture and values of the organization. Those manifest throughout the organization in functions like hiring based on values congruence, organizational design with mechanistic/organic structures, job satisfaction levers, and the MARS framework for the individual's motivations. In field services, the products of these functions appear in team dynamics, motivation, conflict resolution, and performance. The outcome of a strong organizational behavioral policy leads to retention, safety records, project completion and finally innovation. These results are what allow the company to compete internationally and to grow its workforce as quickly as it has. The organizational behavior system designed and implemented by The BESS Company is a top-down design that is intended to produce bottom-up results, and those results are what feeds the strategic decisions made at the enterprise level.

References

Note. The BESS Company is a fictitious organization; its mission statement, values, and hiring profile are constructed for this analysis and are not drawn from a real source.

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