Literature Review

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**Introduction**

The world right now is run by the established businesses: the various organizations, companies, and agencies which are a source of employment to a majority of the global population. An organization requires employees to function as intended and hit their objectives hence the necessity for aspects like recruiting ad selecting by the human resource management. Other than that, the leaders and managers are required to know how to easily relate with the workers to solve critical issues while still ensuring cohesiveness within an organization. The behavioral management theory explains better how the leaders in organizations or any business work to connect employees as well as their intended market for the best results and maximum satisfaction for the organization as well as the customers. In some cases, people in managerial positions tend to be very arrogant to their inferiors. In such cases, the employees can either be underproductive or over-productive. The behavioral theory attempts to describe how the management should make an effort to relate with the workers (Northhouse, 2018). When leaders show interest in the employees, they feel appreciated and motivated to work their best.

**Literature Review**

**Content and Application to Contemporary Human Service Organization**

Notably, behavioral leadership theory has both positive and adverse effects on the interrelationship of employees in general as well as the productivity of an organization. For that reason, managers and team leaders in an organization should be very cautious of how they relate to their subordinate employees as well as their juniors since their professional representation, presentation, as well as their relationship with such employees, determine the effectiveness and efficiency of both technical and hands-on jobs done and delivered in their specific organizations. Therefore, our research study seeks to apply its findings on contemporary human service organization for easy management and overall success of an organization. In a bid to achieve its sole purpose, the research has identified a couple of human service practices by both managers and employees that will advance their interpersonal and professional developments.

Recently, IOWA University conducted a study on the different methods that leaders used in their organization or agencies. One of their case studies were private organizations. The study was mainly aimed at understanding how the employees in managerial positions interacted with the other employees, the methods of leadership that they used as well as how the different methods influenced the work productivity. The study included different tests taken by the targeted people in leadership roles.

Another study was done at Michigan University in the contemporary years to discover how leaders related to their subordinates and how it impacts the organization. From the study and research, different organizational leaders had different perceptions that led to different relationships with their subordinate employees. On one side, positive perceptions from organizational leaders led to high production from their minor employees whereas a negated and poor relationship among organizational leaders and their subordinates led to low production as a general effect in the company at stake.

Above and over, Maya Hawthorne conducted a study on a group of telephone workers. They separated the workers into two groups, where one worked in a controlled room. The controlled group had more interactions with their manager as they also received special privileges; for instance, they had lunches which were sponsored by the organization (Kadian-Baumeyer, 2014).

In Algeria, a study was done on banking institutions on their transactional leadership. The study contained methods of gathering information on how the mode of leaderships influenced the nature of productivity by the employees. Due to the major availability of banking institutions in this place, they had to choose samples for the study to be effective and manageable.

Additionally, in Malaysia, a study was conducted in a bid to discover the effects that managers and leaders had in the reduction of occupational stress on the employees and juniors in an organization. They conducted their studies on commercial complexes in Klang Valley, Malaysia. All these were aimed at establishing the interrelation of how managers behave towards their subordinates and how it can reduce their job-related stresses.

Observably, another study was conducted in the U.K where they based their research on the intervention process of the Home and Online Management and Evaluation of Blood Pressure and how a person –based approaches would help (Band R and Yardley, 2017). The main emphasis was on how the managers in Home BP could interrelate with the other employees in ensuring that the intervention process was easy to facilitate and engage.

**Methodologies Used**

In a bid to come up with upgraded and well thought-off findings, our research made sure that in the studies covered, all findings were well covered and illustrated in our research methodologies in the order they would be easily applied in our organization of choice. Notably, if effective methodologies were used to gather information, our organization of choice would be successful since we would be able to easily apply the concepts and ideologies gathered from all the research findings gathered in our research methodologies.

In the IOWA University and Michigan University, the methodologies used were that of questionnaires. The different targeted companies filed in the different tests that they were given. The tests were mainly about how those in leadership positions conducted themselves within the organizations and how they carried out their duties, especially concerning their subordinates. In the Hawthorne study, the main method used was an observation of the different groups. The controlled group had better performance as they had more interactions with their manager.

Another method used in this study was sampling whereby the employees were separated into two groups where the controlled group was the study group while the other group represented a group with no interactions with their managers or leaders at all. The study on Algerian bank institution needed data collected, and the best method for them was sampling. There are several banking institutions in Algeria, but they sampled five of them (Brahim, 2015. The selected banking institutions presented the variables present in all other banking institutions as they had considered the demographic characteristics and the job descriptions.

Notably, in the Malaysian study, the main methodologies used were structured interviews as well as questionnaire surveys on the employees as well as managers in different capacities. In the Home BP study, the main methodologies used were a systematic review of qualitative research that they had.

**Result Analysis**

Observably, after the study and application of the various methods, the major results noted were mostly similar. In the IOWA and Michigan University, they discovered that there were two sets of related behavioral groups of leadership. One was described as the people-oriented leaders. Observably, this particular group of leaders put into consideration the needs of the workers and was invested in satisfying them. As a result of the concern, they offer encouraging talks, motivate the employees are very attentive to them, and easily coach the workers. Also, they are open to listening to the employees and offering help where it is needed. They easily relate to the employees. An organization with people-oriented leaders has more productivity compared to other behavioral management methods. The other group was the task-oriented leaders who mainly focused on the structural part of the organization, the procedures in the organization. They are still concerned about their workers, but that was not a priority for them. Their behaviors are mainly inclined in an organization, gathering informational and initiating projects or other plans that are aimed at improving the functionality of the organization.

In the Hawthorne experiment, it was discovered that when workers interact with their leaders regularly, they feel valued as part of the organization, which in turn boosts their productivity. The controlled group had more productivity compared to the other group. They attributed it to the fact that they felt they were a part of the organization that was appreciated hence their increased production. In the Algerian case study, the managers used the behavioral management in that they interacted with the workers but preferred transactional leadership where they gave rewards depending on the set categories (Brahim, 2015). However, this kind of behavioral management promotes negativity in the long run.

Consequently, the study on the commercial complexes found out that the employees felt neglected and overlooked hence there was no bid to provide the needed number of employees needed in a department which led to overwork and poor performance. If the managers and leaders were more involved, they would have heard the employees’ requests, seen their working conditions hence work towards improving them (Hashim and Razali, 2017). In the Home BP study, it was noted that when the managers and other employees worked together and more closely, they managed to create more engagement with the community.

**Significance of the Study and Application to SCDHHS**

Consequently, all the studies and the results acquired have impacted the various health organizations, especially because the studies were based on different sets of organizations. We get to learn the most effective and efficient behavior portrayed by the leaders in terms of job productivity and service quality. In the South Carolina Department of Health Services (SCDHHS), the main objective is helping in health services. Therefore, having a manager who is person-oriented can come in handy, especially when dealing with the masses? When offering health care, there is a need to easily interact with the people and get to understand them. Health issues require that the leaders are in a position to easily relate with the patients and community so that they can know the problems being faced. Also, it enables the subordinates to easily go the leaders with the requirements. Human service organization benefits more if the leaders are using the behavioral management theory. In such cases, the transactional leadership style is highly discouraged as the main focus here is the health of the community (Conger, 2015). In the case that the workers develop negativity within the organization, then the community will be the one suffering. In human service organization is as much as they are aiming at providing better healthcare, the SCDHHS has to gather information on the social issues and problems experienced to find the best way to help them as well as the best health care to offer. With all this in mind, then there is a need for all the personnel in SCDHHS to be more involved and approachable by the community. The community has to feel considered and freely express themselves towards social workers.

In conclusion, it is noticeable how the leaders run organizations, especially human services organizations, matters a lot, especially on the outcome of the organization. Then the community in place has to feel that they are considered and given opportunities to express themselves. Therefore, it is necessary for managers to adopt leadership skills that will help the people as well as meet the objectives without the workers feeling oppressed or unappreciated. Remember, organizations are run by the employees as without them, then an organization is just a building. Therefore, they should be made aware of their importance in the organization as well as treated with respect despite the positions they hold in the organization. In all the studies done, leaders who involve their employees have higher productivity as well as the positive aura in the organization.

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