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Organizational Behavior

Comportamiento Organizacional

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Abstract

This review analyzes the book *Organizational Behavior*, by Reynier Ramírez, Ian Archbold and Luis Vergara, which explores the dynamics and factors that influence human behavior within organizations. It focuses on aspects such as motivation, communication, leadership, and organizational culture, analyzing how these elements contribute to the effectiveness and performance of teams and companies. Through various theories and models, the text provides practical tools for understanding and improving individual and group behavior in work contexts, emphasizing the importance of a positive organizational environment for long-term success.

Keywords: organizational behavior, leadership, communication, organizational culture.

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Resumen

La presente reseña analiza el libro *Comportamiento Organizacional*, de la autoría de Reynier Ramírez, Ian Archbold y Luis Vergara el cual explora las dinámicas y factores que influyen en el comportamiento humano dentro de las organizaciones. Se centra en aspectos como la motivación, la comunicación, el liderazgo y la cultura organizacional, analizando cómo estos elementos contribuyen a la efectividad y el rendimiento de equipos y empresas. A través de diversas teorías y modelos, el texto proporciona herramientas prácticas para entender y mejorar el comportamiento individual y grupal en contextos laborales, enfatizando la importancia de un ambiente organizacional positivo para el éxito a largo plazo.

Palabras clave: comportamiento organizacional, liderazgo, comunicación, cultura organizacional.

Review

Organizational Behavior (OB) is a field of study that analyzes how people act within organizations and how these interactions influence efficiency, productivity, and corporate culture. Over time, it has evolved from mechanistic approaches to dynamic and humanistic models. Initially, with Taylor's (1911) scientific management in the 20th century, the emphasis was on task optimization and work efficiency. Later, the human relations movement, led by Mayo (1933), highlighted the importance of psychological or social factors in employee motivation and performance.

With the development of systems theory, proposed by Ludwig Von Bertalanffy (1950), and contingency theory developed by Paul Lawrence and Jay Lorsch (1967), in the second half of the 20th century, it was recognized that there are a variety of approaches to managing people in organizations, as it depends on the context, including multiple external and internal variables. Today,

organizational behavior incorporates multidisciplinary perspectives, integrating advances in neuroscience, work psychology, artificial intelligence, and digital transformation. According to Ramírez et al. (2025), globalization and digitalization have added new dimensions, such as remote talent management, inclusive leadership, and organizational well-being, consolidating OB as an essential field of study for managing modern business environments.

This is how the book *Organizational Behavior*, written by Ramírez, Archbold and Vergara (2025), is a work conceived in the academic context of the Universidad de la Costa, Barranquilla, Colombia. This text arises in response to a need identified by Professor Ramírez, regarding the lack of a comprehensible and accessible guide for students in the area of organizational behavior and business administration, together with his students, Ramírez developed a pedagogical resource that comprehensively addresses the key variables and areas of this discipline. Its main objective is to provide a relevant reference tool that facilitates learning, appropriation and practical application of the fundamental concepts in this field.

Understanding organizational behavior enriches people's lives, as it allows them to understand how the dynamics within an organization influence its individual and collective processes. Through the study of organizational behavior, factors such as motivation, communication, decision-making, and leadership can be analyzed—essential elements for personal and professional development. Furthermore, organizational behavior facilitates adaptation to changing work environments, promoting skills such as teamwork, conflict resolution, and change management. In this sense, knowledge of organizational behavior, apart from improving performance within an organization, contributes to greater satisfaction

and well-being in individuals' daily lives by allowing them to better understand their roles and relationships within any social structure.

In a world where organizations face constant changes and challenges, understanding human and group dynamics has become a key factor for success. This book offers a broad perspective, covering both the theoretical foundations and practical applications of organizational behavior. Furthermore, it is characterized by its multidisciplinary approach, incorporating elements of psychology, sociology, management, and technology. The main points of the book will be analyzed below, evaluating its content, structure, and contributions to the study of organizational behavior. The book is organized into three main thematic units, each designed to guide the reader from fundamental concepts to advanced applications in the field of organizational behavior.

Unit I: Conception of Organizational Behavior and Its Structural System presents a comprehensive introduction to the field of organizational behavior, beginning with its definition and historical evolution. Disciplines such as psychology, sociology, and anthropology are highlighted, contributing to the enrichment of the area of study. Key concepts such as organizational structure, corporate culture, and personnel policies are also analyzed. A relevant aspect of this section is the discussion of organizational change and tension management, where the authors integrate classical theories with contemporary approaches that consider diversity and inclusion as essential elements for organizational sustainability.

Understanding the structure and dynamics of organizations is the first step to positively influencing them. Upon completion of this unit, the reader will acquire a well-founded view of the evolution of organizational behavior and its

relevance to business structure and culture. This knowledge will allow for a better understanding of current challenges in organizational management and will lay the foundation for thoughtful analysis in subsequent units.

Unit II: Fundamentals and Intervention in Organizational Behavior. This unit delves into human behavior within organizations, dividing it into two main areas: individual and group. At the individual level, topics such as personality, attitudes, perception, and motivation are addressed, incorporating classical and modern theories to explain how these variables influence job performance. Regarding group behavior, the text analyzes team dynamics, leadership, power, and politics within organizations.

Organizations are a reflection of their constituents; upon completing this unit, readers will have developed an understanding of individual and group dynamics within the organizational environment. This learning will strengthen their analytical and critical skills in decision-making, as well as in the effective management of human talent, which are the foundations for becoming an agent of change in modern organizations.

Unit III: Organizational Behavior and Innovation explores the intersection between organizational behavior and technology. Topics such as artificial intelligence, teleworking, and management models in Industry 5.0 are discussed. The authors emphasize the importance of adaptability and innovation in addressing current challenges in the business environment. Additionally, they include a reflection on how emerging technologies are transforming labor relations, promoting new ways of working, and redefining the traditional boundaries of organizational structures.

This unit provides a detailed perspective on the influence of technology on the evolution of organizational behavior. Understanding these changes will allow readers to anticipate the challenges of the future of work and apply innovative strategies for organizational management in the digital age.

Organizational Behavior stands out for its integrative and practical approach, making it a valuable resource for both students and professionals. One of the book's main strengths lies in its clarity and structure. The organization of the content into thematic units facilitates reader comprehension, allowing each chapter to begin with a clear introduction and conclude with a summary that reinforces the key points. Furthermore, the theoretical rigor with which the authors support their assertions, through references to classic theories and recent studies, provides a solid framework for learning. This is complemented by the practical applicability of the examples and case studies included, which are highly relevant to the contemporary organizational context, allowing readers to connect theoretical concepts with real-life situations. Finally, the multidisciplinary approach that characterizes this work enriches the content by integrating perspectives from various disciplines that broaden the understanding of organizational behavior.

Organizational Behavior is a significant contribution to the field of study, especially in the academic field. Its clarity, theoretical rigor, and practical applicability make it an indispensable tool for training future professionals in administration and organizational sciences. This book is recommended to students, academics, and professionals interested in deepening their knowledge of human behavior in organizations. It enriches theoretical understanding and

inspires the practical application of the concepts learned, contributing to the development of effective and sustainable work environments.

Organizational Behavior has a profound impact on society, influencing productivity, economic development, personal well-being, and social cohesion. The way interpersonal relationships are managed in organizations impacts individuals' quality of life, fostering equitable, inclusive, and efficient work environments. *Organizational Behavior* plays a key role in the transformation of business and government structures, contributing to the creation of humanized and sustainable organizational policies. Its scope extends beyond the business sphere; it is a fundamental discipline for innovation and the advancement of science and technology. As organizations evolve with digitalization and automation, the study of organizational behavior becomes indispensable for designing leadership, adaptability, and change management strategies. A deep understanding of this discipline allows professionals and academics to anticipate future challenges, providing data-driven solutions and interdisciplinary approaches.

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Book availability

The book *Comportamiento Organizacional* can be purchased at:

<https://books.apple.com/do/book/comportamiento-organizacional/id6741831711>