Running Head: FMC Corporation

Introduction & Background

 FMC Corporation is a Chicago based industrialized business. The corporation

have subsidiaries in various parts of the world. Two of the most famous subsidiaries of the Corporations are FMC Green River and FMC Aberdeen. The operational areas of both the subsidiaries are different from each other. FMC Green River unit of the corporation does chemical manufacturing work. It is a global business division. A huge amount of workers are employed in the Green River division of the FMC Corporation. Although the Aberdeen unit of the Corporation does its operations at a smaller level with a smaller number of employees (FMC Corporation, 2008).
 The organizational behaviors for both units are different. There are a large numbers of problems in the organizational behavior of the Green River division. The site manger of the Green River division wants to implement some new recommendation in support of the removal of organizational behavior problems. The main organizational problem is associated with organization capability, executive assurance, employment happiness of the employees and organizational ethics. There is a range of issues, and this factors within the divisions of the FMC Corporation.
Issues

 The main issue in the Aberdeen division of the FMC Corporation is that the operational process and the way of management were not common. The productivity of the Aberdeen unit has been decreasing continuously for a few years. The other unfavorable issues in the Aberdeen unit are related with tax rates, labor pools, wage rates, etc. On the other hand, the Green River divisions have a few issues within its operational areas. The product line for the Green River division is extremely big and the division employs a huge amount of employees. The operational areas of the unit are at different locations. The Green River unit has to manage worldwide operations.
Factors

 The organizational analysis of the corporation states that both the units are affected by several factors. The Aberdeen unit has to manage larger number of business operations as it has vast operational areas. The communication division is not effective. The Aberdeen division has a limited number of employees. But, the major factors inside the Green River division is related with the managerial practices. There isn’t any job satisfaction with the workers. They do not have a strong organizational commitment. The employees do not feel safety at the sites (FMC Corporation, 2008).
Problems
 Both of the divisions of FMC Corporation have various problems in their organizational behavior. The operational areas of both units are quite different from each other. In FMC Green River division, management does not have any communication with the subordinates, which causes the employees not being able to present their problems in front of the management. This gives an enormous amount of dissatisfaction with the staff. The performance appraisal system of the organization is ineffective. There is lack of trust among the employees. On the other hand, the Aberdeen units have effective participative management system. The employee motivation and reward system as well as organizational structure of the Aberdeen unit also have various problems.
Organizational Behavior Analysis
 The organization behavior is an important field of study of an organization. Organizational behavior is an interdisciplinary approach which integrates the relevant knowledge drawn from different disciplines for some specific purpose.  Organizational behavior analysis is a split of the organization actions. The organizational behavior analysis of the FMC Corporation is based on various problems and was discussed above. The main areas of the organizational behavior breakdown of the Corporation are managerial commitment, management ability, job satisfaction and organizational ethics (Harris & Hartman, 2001).
Management Ability
 The management capability of an organization depends on the ability of the employees. For the attainment of effective management ability, the staff of the business is required to perform at the level that is required of them. The ability of the employees depends on top of the selection process within the organization. Within the Aberdeen division of the FMC Corporation, the selection of the staff is a accurate process. The management of the Aberdeen division selects their staff on the basis of their personal as well as technical skills. This helps in the improvement of the management ability. The management ability of the Green River division is good but they are not at the required level. There is a huge mass of employees in the Green river division. The unit gives highest earnings to their staff among every division within the company. The unit runs several plants simultaneously. To make their staff perform at a higher level the unit is required to give them appropriate training. The trained employees will improve the ability of the management at a great level.
Organizational Commitment
o       Organizational commitment is the psychological attachment of the employees of an organization with the organization. Organizational commitment refers to the views and belies of the staff for their own association. Organizational commitments are of different types namely normative commitment, affective obligation and persistence commitment. The staff of the Aberdeen division has touching obligation through the division. The morale of the employees is very high due to the effective appraisal and great level of trust of the management designed for the staff. The staff at the Aberdeen unit is ordinary and performs at their best level. But, the organizational commitment of the employees of Green River unit is not good. Although, the division provides the maximum salaries to their staff, their workers are not pleased with their work environment. The employee appraisal system of the Green River division is not appropriate for the staff. The divisions give appraisal to its staff on the source of their work time and not on the basis of their performance (Harris & Hartman, 2001).
Job Satisfaction
 Job satisfaction is the significant issue of the organizational behavior analysis in an organization. The employment situation and the organization practices of the Aberdeen unit give a high altitude of employment happiness to the employees. The division selects its staff on the foundation of the work requirement of the organization. The more skilled workers perform at their best level. Due to all these favorable factors, the satisfaction level for workers at Aberdeen unit is very high. In this type of environment, the management has no conflict with the employees (Bratton & Gold, 2001).
 In distinction to this the workers of the Green River division contain an extremely small level of work pleasure. The Green River division lacks motivational factors designed for their staff. The division merely motivates their staff through the payment of high wages. This is a extrinsic way of job satisfaction. Except this, the other work environment of the unit has several unfavorable factors. The employees have fear and are not allowed to take part in the managerial decisions. There are no arrangements for the employees’ safety at the mines and plants of the unit. The staff is not satisfied with the performance appraisal system of the division. Thus, the job satisfaction level of both the units is quite different from each other.
Organizational Ethics
 Organizational Ethics is the support of the performance of a business and good organizational behavior. To keep a moral business setting the business should adopt favorable practices in its managerial practices. The work environment of the business must be favorable for the staff and the executives should take the responsibility of the employees. At Aberdeen division, the management has a high stage of common responsibility for its employees. The high level of job satisfaction, effective communication practices and good relationship with the employees make a complete ethical environment in the unit.
o       Although the organizational environment of the Green River unit lacks ethical practices in its management. The management is not conscious for the safeguard of their staff. The plants of the division have no safety arrangements for the workers. The employees have fear from the management. There has not been any interaction among the executives and the staff. The unit also lacks trust level for its staff. The staff are working at various plants are not able to correspond with each other in case of any danger. Thus the entire work environment and managerial practices do not tend to make the Green River unit an ethical organization (Harris & Hartman, 2001).
Alternatives & Recommendations
 On behalf of the decision of the organizational behavior problems, the Green River unit requires several alternatives and recommendations. The given recommendations will assist the division to work out all the issues of their organizational behavior. Some important recommendations are given as follows:
 Group & Team work: The employees at the Green River unit works in groups and teams. These groups and work teams have several problems. For the solution of these problems, the Green River division must implement the group theory of the Aberdeen division in its employment groups. The team concept of Aberdeen unit will determine the division to select the employees according to the work requirement of the unit. By this, the unit would be able to prepare their staff prior to starting the operations of the job. The plant layout of the unit will also be adjusted according to the requirements to ensure the group working of the employees. This team concept will develop the communication method of the division by which it will be competent to utilize all their technologies effectively. With prior preparation, the staff will be proficient to labor at various plants if they are transferred in any case.
o       The organizational structure of the division has quite a few issues. To make the organizational structure effective, the unit mustn’t make frequent changes in the structure. The organizational structure of the division can be capable with the request of particular features including easiness, clear line and right delegation of authority, principal of oneness, focus on personnel actions, stipulation for top executives etc.
o       The managerial cultures of the various divisions of FMC business have variations in special aspects. The organization customs of Green River division have quite a few issues. The unit must create their culture innovative according to the requirements of the employees. The organization should become risk taking, outcome oriented, team oriented and people oriented. The organization must be aggressive and stable. The involvement of all these factors will make the customs of the division highly constructive for the employees and they will contribute at their best level for the efficiency of the division (Harris & Hartman, 2001).
o       Each business changes according to the changes in operational circumstances. To manage the organizational changes, the Green River division must make mutually internal and external changes in its operational situation.  To manage the changes, the unit should adopt action research strategy. In external changes the division must create changes in their technology, marketing conditions, and social, legal & political factors. In internal changes, the unit must create changes in their managerial practices.
o       The development of the organization tends to some challenges for the organization. The changes in the managerial practices will help to face these challenges. The Green River division can make organizational development with the some changes in the organization. The changes should be planned, comprehensive and long term. The organization development process of the unit should be dynamic.
All are important recommendations to solve the organizational behavior problems of the Green River unit.
Implementation of Contingency Plan
 A contingency plan helps the organization to solve the problems raised suitable to the occurrence of a few incorrect effects within the business. These contingency plans are made by the organization itself. The Green River division will as well be beneficial among the request of the given contingency plan. The given contingency plan assists the division to execute the agreed proposal and alternatives in the unit to determine the organizational behavior problems of the unit.
o       The contingency plan helps the division to solve its organizational problems of conflict, employee dissatisfaction, organizational environment, etc. The plan will have several phases. The most important requirement of the division is to improve its communication channels for which it requires some improvements in its leadership styles. The company should make its work teams self managed. The teams or work groups of the unit should be provided appropriate training to have dynamic working styles. The unit should hire and select their staff according work experience and ability. There must be on the job training programs for the employees to improve their work performance while working at the plants of the unit (Harris & Hartman, 2001).
 The performance appraisal of the staff must exist done on the foundation of the results of the regular surveys done by the unit. The results of the survey will help the employees to know about their weaknesses and thus, help them to improve their performance. The occupation teams within the unit must be assigned accountability to manage the working of their own units. The contingency plan has several features which make it effective for the division to execute the specified recommendations.
o       The employees of the Green River division will accept those decisions of the leaders willingly if they are pleased by the work culture of the unit. The employee’s conflict problems of the unit can be solved by the request of an efficient communication organization.

The unit should make the organizational culture and structure of the division positive for their employees. The unit should make the performance appraisal program for the foundation of performance level of the staff not on the basis of work hours (Harris & Hartman, 2001).
o       The staff must be certain of both kinds of incentives, intrinsic and extrinsic The mission and objectives of the business must be favorable for both the organization and the employees. The compensation structure of the division should have some changes.
o       The division must create their organizational arrangement directly so that the employees of the unit would have improved job opportunities.
o       The management must have an ethical environment in the unit. This kind of environment will help to make the employees fully satisfied with the work environment. The job satisfaction of the employees contributes at a great level in both the organizational commitment and management ability. Within the application of the given contingency plan, the Green River division would be able to execute the particular recommendations in the organizational behavior of the division.

Conclusion
On the basis of the above discussion, it is concluded that both the Green River and Aberdeen units of the FMC Corporation have quite a few issues in their organizational behavior. Thus, the analysis shows that Green River divisions have more issues than Aberdeen division. The issues of the Green River division will be solved through the aid of the specified recommendations. The recommendations will implement at the best level through the assistance of the given contingency plan.

Reference

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