Chapter 14
Organizational Behavior Research in the Context of Online Information Systems

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ABSTRACT

This chapter explores the intersection of organizational behavior and online information systems within the framework of green management. As organizations increasingly rely on digital platforms for operations and stakeholder engagement, understanding their influence on behavior and sustainability becomes vital. The chapter provides a detailed analysis of how online systems can drive environmentally sustainable practices by shaping behaviours, decision-making, and culture. It reviews current research and case studies to highlight strategies for leveraging digital tools to reduce environmental impact, improve collaboration, and promote eco-friendly work habits. Challenges in integrating green management with online systems are addressed, offering practical insights into overcoming barriers. The chapter bridges digital transformation and sustainability, showcasing how online platforms can enhance green management approaches within organizations.

INTRODUCTION

The rapid growth of online information systems has transformed organizational operations, communication, and resource management. These systems, including cloud computing, collaboration tools, and virtual platforms, have reshaped how employees interact, make decisions, and complete tasks, influencing both operational efficiency and sustainable practices. As businesses increasingly focus on green management—reducing environmental impact through efficient resource use—online systems offer new opportunities to integrate eco-friendly approaches.

Organizational behavior (OB), traditionally studied in physical work environments, has shifted toward virtual workspaces with the rise of digital platforms, influencing communication patterns, employee motivation, and leadership. Studies show that digital platforms enhance collaboration but present challenges in maintaining organizational culture. In green management, OB research examines how digital

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tools can support sustainability goals, such as reducing carbon emissions through remote work and virtual meetings.

While online information systems enable green management, they also pose challenges, such as energy consumption and environmental costs of hardware. Emerging technologies like AI, big data, and blockchain offer potential solutions for resource optimization and sustainability tracking. However, organizational barriers, including resistance to change and the costs of adopting digital tools, must be addressed.

This chapter explores how online information systems can shape organizational behavior and promote green management, offering practical insights and case studies on leveraging digital platforms for sustainability.

THEORETICAL FRAMEWORK

Organizational Behavior (OB) studies how individuals and groups interact within organizations, focusing on leadership, communication, and teamwork (Robbins & Judge, 2019). With the rise of digital technologies, OB has expanded to include virtual environments supported by online information systems. OIS, such as cloud platforms, ERP systems, and collaboration tools (e.g., Microsoft Teams, Zoom), have transformed organizational behavior, influencing communication, decision-making, and teamwork in modern organizations (Colquitt, Lepine, & Wesson, 2020).

Concepts of OB in the Context of OIS

1. Communication and Collaboration: One of the most critical shifts in OB within the context of OIS is the transformation of communication and collaboration. In traditional OB settings, communication was often face-to-face, allowing for richer, non-verbal exchanges and immediate feedback. However, online information systems now mediate much of organizational communication, leading to changes in how messages are conveyed and understood. Studies show that while digital tools can enhance collaboration across geographic boundaries, they can also reduce the richness of communication, sometimes leading to misunderstandings or reduced team cohesion (Maznevski & Chudoba, 2000).

Virtual teams, often supported by OIS, offer flexibility and diversity but pose challenges such as maintaining interpersonal relationships and trust, which are essential for effective collaboration (Gibson & Cohen, 2003). For example, asynchronous communication tools, such as emails and message boards, allow team members to collaborate despite different time zones but may delay responses, impacting productivity and decision-making.

2. Leadership and Decision-Making: Leadership in the context of OIS also shifts due to the virtual nature of interactions. Traditional leadership theories focus on direct interactions between leaders and employees, but online systems require leaders to adapt their styles to manage remote teams effectively. Transformational leadership, which emphasizes inspiring and motivating employees, has been found to be effective in virtual environments when supported by digital tools (Purvanova & Bono, 2016).

Decision-making processes have also evolved with OIS integration. The accessibility of real-time data through enterprise systems and data analytics tools has allowed organizations to make more informed decisions. However, the sheer volume of data available through these systems can also overwhelm decision-makers, making it crucial to filter and manage information effectively (Melville, 2010).