

## A systematic Review HIDDEN SIGNALS

(Developing Thinking in Organizational Behavior and Organization Theory)

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### Introduction:

It has become clear that the study of organizational behavior and organization theory is no longer limited to traditional concepts known in most of the relevant administrative and organizational literature, but rather extended to penetration into the depths of the human psyche and its reflection on the work of organizations at its three levels (Macro, Mezzo, Micro) to appear through This is sophisticated methods of work that fit the nature of the organizational environments distinguished by the speed and intensity of fluctuations, which requires continuous research on the potential failures in human performance and their suitability to the requirements of modernity not only in the current century but also for the next time.

Therefore, the intellectual dilemma of this study will be to reveal the concept of hidden signals as it is one of the rare terms in behavioral and organizational thought, whether at the level of theory or application, given that the weakness or lack of attention to these signals would miss the opportunity to anticipate the future and know its requirements, and clarify the conceptualization of this term through Intellectual inputs represented in the topics of strategic leadership, organizational energy and organizational assessment, as they represent modernity at the behavioral and organizational levels.

Key Words: Hidden Signals, Strategic Entrepreneurship, Organizational Capacity, Organizational Assessment.

-1Hidden Signals

The concept of hidden signs is related to the subject of perception, which is one of the core issues in the field of organizational behavior, and given that the subject of hidden signs has not been discussed in depth except in a rare way in the administrative field, especially through the diagnosis of the relationship with strategic leadership that has become a subject of great interest to business organizations due to its direct role In maintaining the reputation of the organization and its privileged position in the market.

The main assumption of hidden signals is to make judgments based on the initial impressions, that is, the actions that are apparent without being aware of all the objective details and therefore there will be errors in the evaluation and human understanding processes (Valdesolo, 2013,1), a there are certain events that have not been highlighted or attention to their contents or Understanding it properly can indicate future changes whose dimensions must be defined and prepared for.

From the point of view of psychology, the failure to absorb hidden signals is due to the phenomenon of cognitive dissonance that occurs due to lack of information or weak coordination of knowledge (Lester & Yang, 2009,658-62), which leads to poor expectations for future events. It is worth noting that there are synonyms such as weak signals, silent signs, early warning, sudden events, emerging issues and seeds of change (AL-Joubori, 2019,70 & Derbyshire, 2016,48 & Nikandar, 2002,5 & Merhrabanfar, 2014,212 & Kotroe, et.al, 2009,138 & Mendocan ,, et.al, 2012,220), however, the researcher believes that it is preferable to adopt the term hidden signals because they are hidden from the perceptions of the human mind.

The theory (Freed.W.Riggs) came to the prism to show that the transition of societies from agricultural to industrial or developed is similar to what happens exactly in the prism's work in the science of physics, as the prism has three sides and the light bundle passes from a particular side and exits from another side which is a package Multicolored light, and this difference in the nature of the light beams takes place in an intermediate region in which the occurrence of the (hidden signal area) must be understood, and otherwise the phenomenon or event will be incomprehensible and it is not possible to understand or determine the future effects of it (Peng, 2008,214-16) Thus, this theory was the first to refer to the concept of hidden signs without calling it by that name His functional structural approach focused on his theory represents a three-dimensional model consisting of the initiation, treatment, and occurrence of the phenomenon.

On the administrative side, the term weak signals has been used in place of the term hidden signals (despite the similarities between them) through strategic thought that assumes that the organization must have a strategic early warning system and work through it to survey the surrounding environment in order to identify weak signals that indicate the possibility of changes Futuristic and then investing these signals in a proactive interaction with these variables and thus avoid the risks that could occur if they do not respond to them early (Al-Joubori, 2019,68)

For the purpose of clarifying the relationship between the science of organizational behavior and the concept of hidden signs, the matter requires touching upon the concepts of the process of perception. The basis for perception is that it is a process by which the selection, organization and

evaluation of environmental stimuli are made and make them meaningful to the individual (Kolb & Ruib, 1995,94), is the choice Perceptions that it is the mental activity through which the surrounding stimuli are purified to the extent that they can deal with the most important stimuli (Hellriegel & Woodman, 1989,62) and this is done through internal factors including personality, attitudes, values, previous experience and expectations (Pien & Peng, 1995,38-Scott & Mitchel (1976,84-Hammond & Raiffa, 1998,52) External, it is represented by the cultural aspect and the nature of the thing to be perceived (Den & Hippler, 1969,334-35). The cultural aspect is revealed through the variation in the patterns of perception depending on the cultural characteristics of the medium in which they live, either aspects that relate to the nature of the perceived object such as distinction, the severity of the perceptive, his movement, size and frequency, in addition To the point of getting used to it.

After the selection process comes the process of organizing perceptions, that is, pre-selected stimuli or environmental effects. The human mind directly processes the information received and classifies it into categories (Scheme) that are easy to understand and deal with (Schermerhorn & Osborn, 1997,72.(

The third stage is the Interpretation or Evaluation in which the judgment or conclusion that the individual gives to the stimulus or event concerned is made and its perception is organized. Here the difference in judgment appears based on environmental and personal characteristics.

Some researchers have added a fourth stage called Retrieval, which is a mental feature of the personality through which the information stored from the memory is recalled when needed, many people fail to retrieve some information or remember it due to the decay in the memory Only certain information can be remembered (Schermerhorn & Osborn, op.cit, 1997,74.(

It is worth noting the Perceptual Distortions phenomenon that occurs due to a number of errors represented by Balati ((Hellriegel & Woodman, 1989,13-6-Schermerhorn & Osborn, 1997,74-7:(

-1-1-1Selective Perception: It is the tendency to perceive things that are consistent with the needs of the individual, its values and trends, in addition to avoiding perceptions that may cause a disorder in the individual, such as what happens to some when they face confusing or confusing situations, and trying to avoid them or escape Of which.

-1-1-2Profiling (Stereotyping): It is the tendency to index things and place them within certain classifications so that the properties of those things are interpreted exclusively within the classification in which they were placed with the intention of reducing the complexity of the perceived subject (subject of interest.(

- 1-1-3Halo Effect: It is another cognitive error that occurs when an individual evaluates a specific subject based on a single initial impression, whether positive or negative, such as what happens when a person meets for the first time, it is evaluated based on his appearance or method His words.

-1-4-1Projection: It is a psychological defensive way by the individual by dropping the blame on others to alleviate his guilt or evading a mistake he committed, and at the same time it is an attempt to drop the feelings, tendencies and motivations of the individual over others, for example when the manager fears From making a decision, he tries to portray the fear that the organization's employees have more than it makes that decision.

-1-5-1Pygmalion Effect: It is also called Expectancy, which is the tendency to find a person or a comfortable position that suits the expectations of the individual in the sense of trying to bring the difference between what the individual desires and creating what supports his expectations depending on what relaxes To him himself.

The foregoing shows that hidden signals are in fact due to human weakness or lack of understanding due to the disturbance of the cognitive aspects of individuals and thus this will cause weak judgment process and rational expectation of future events in the sense that they are hidden on the human mind.

Finally, the researcher believes that one of the important behavioral techniques that helps in mitigating the effects of weak or unrecognized hidden signals is relying on a behavioral reference comparison technique that contributes to stimulating and enhancing cognition through developing performance and increasing the effectiveness of work within the team.

## -2Strategic Entrepreneurship

From the perspective of organizational thought, the topic of strategic leadership and because of its recent emergence in 1999 (Klein, et.al, 2012,1) is of great importance to organizations as it represents a contemporary challenge in light of new global variables and complex and changing business environments and the transformation of conflict in the world from conflict Ideology to economic conflict. Thus, the competition process has become focused on the future and how it is formulated for the benefit of organizations through strategic behavior aimed at creating value, creating and investing smart opportunities and transforming opportunities into sustainable competitive advantages (& Arikan, 2001,126 (Barney (Kraus & Kauranen, 2009,1)) One of the basics of strategic leadership is the formulation of a For a strategy and its implementation requires cognitive mental properties such as alertness, creativity and wisdom through a non-random cognitive system to ensure response to important environmental changes. Among the main constraints of strategic leadership are the wrong

orientation of reward and evaluation systems, strict control systems, inflexible budgeting systems, random costs, and rigidity in planning ( Morris, et.al, 2002,173.)

Entrepreneurship is a complex and multidimensional phenomenon, and the concept of leadership in organizations was first reappeared in (1985) due to the rapid changes in various fields and the need to adopt procedures to find a different thing of value and discover opportunities taking into consideration the risk factor to go to the future with sound steps. The basis of the relationship is between hidden signals and strategic leadership through the Entrepreneurship Mindset, whose maturity requires a sequential arrangement of a complex mental processes represented by intelligence, intelligence, understanding and thinking, all of which contribute to the interpretation of data and put it in its correct framework and thus will generate understanding and flexible comprehension of the requirements The Future This is what behaviorists asserted is that entrepreneurs build their mental perceptions of searching for untapped opportunities in the market that are not exploited by others (Mitton, 1989,12). Here there may emerge hidden signals that may hinder appropriate rational decision-making due to reliance on intuition and abstract intuition without conscious awareness (Bouchrd, 2001,5). What hinders entrepreneurship as a mental activity is basically a weakness or confusion of perception that leads to inactivity in the behavior towards future requirements Take note of its requirements (Hsieh, et.al, 2007,1258). An excellent example of the importance of hidden signs and how to invest them is Isaac Newton's note of the fall of an apple from the tree. This note raised the question inside (Why did the apple fall in this way?) Knowing that many people noticed the fall of apples but did not think about knowing the reason, So Newton's question was the beginning of the discovery of the law of gravity, which added to the science of physics a very important knowledge of today.

The conceptual relationship between hidden cues and between strategic leadership is also based on the fundamentals of cognitive psychology

cognitive psychological science)) sometimes called perceptual psychological science

He is interested in studying how Reasoning, Problem Solving, and Problem Solving (Schunk, 2009,14).

Among the mental processes that cognitive psychology is concerned with is the perception that includes the physical senses in addition to the cognitive mental processes involved in translating the actions of those senses in a correct way and this is how individuals understand the world in which they live to the future (Chery, 2013,20), Among the factors that cause poor cognitive impairment to occur is the so-called Cognitive Load theory (Sweller, 1988) that indicates the

presence of information or data in excess of mind-carrying energy represented by memory and thus confusion in the cognition process. (Coper, 1998,42)

It is the calculated adventure (Erikson & Thunberg, 2006,15) or the permanent ability to invest opportunities within available resources (Barringer& Ireland, 2008,6-8).The uniqueness in the entrepreneurship is an action that results from unique and distinct personal characteristics that lead to desirable organizational success and high performance. One of the characteristics of entrepreneurship is its close connection with the process of change that is one of the topics, which has a distinct impact on the organizations' success and its sustainability because of its link with the culture of the organization and its physical, cognitive and human potential and organizational structure, that characterized by inclusiveness. The goal of change is to transform the organization from its reality into a better condition that is characterized by desirability and achieves its goals ((Skiibbins, 1974, 9).Energy is associated with the efficiency of the change process, as it is considered the driving and supportive force to provide the appropriate infrastructure in order to make the change rational and consistent with environmental conditions and its sharp fluctuations, in addition to being an expression of the will of the organization at all levels to achieve sustainable proactivity and superiority over competitors. Entrepreneurship differs from change by being the strength of the organization's position within the sector in which it operates, and its superiority, rapid absorption of market requirements and modality through which can achieve the required positioning (Fit)

### **3-Organizational assessment**

The essence of this approach is that it is a procedural model for diagnosing organizational processes from the behavioral, social and organizational aspects (Van De Ven, 1980), or because it is concerned with measuring variables related to the quality of organizational behavior and the extent of organization effectiveness (Nader, 1980 Lawler, 1980) (Velasco) , 1985, p29-33)There were sober intellectual models that contributed to the establishment of this approach, among the most famous of which are (Lucia, 1987, p101-27):-

#### **Individual model (1970)**

This model was the intellectual and scientific product of four researchers in the field of the organization (Campbell, Dunnete, Lawler, Weick, 1970), and was

called the individual model as it focuses on the micro level in the analysis of organizations. The three main pillars of this model are represented in the individual differences (personality traits, readiness, level of ambition, expectation, a level of intelligence), and processes (behavior during work and the level of implementation) and finally the results (behavioral effects at the organizational level and effectiveness).

#### **Collective payoff Model (Mooris&Hakman, 1975)**

This model is concerned with small groups in the workplace, and depends on the interactive level (Mezzo) in the analysis of organizations, it consists of three elements, the inputs (collective components in terms of group quality and degree of cohesion), processes (the interaction of cognitive abilities, effort and implementation strategies), outputs (outcome of group interaction and time).

#### **Differentiation and integration model (Lawrence&Lorch, 1967)**

This model is based on the micro level in the analysis of organizations. The differentiation occurs when the organization achieves the linking relationships between individuals and groups, on the one hand, with the internal components of the organization, on the other hand, while integration takes place through coordination to achieve cooperation between individuals themselves and groups as well.

#### **The integrated behavior model(Evancevich&Wallace,1977)**

The philosophy of this model is represented in the overlap and integration of individual, collective, and organizational variables and their interactive effect on the outputs, thus, this model combines the three levels to analysis organizations(Macro, Mezzo, Macro)taking into consideration that the organization under this model is an open format in response to environmental requirements. Organizational assessment under this model is carried out through the quality of the structure design, operations, rewards systems, and proactive response to the reasons for organizational change and core capabilities.

#### **The organization cultural model (Perez Velasco, 1984)**

One of the advantages of this model is that it depends on the anthropology of the organization in which the individual, collective and organizational variables are

integrated within a cultural mode that consists of three types of infrastructure systems: the first system is ideological, and it includes habits, beliefs, symbols, values, organizational inheritance and common language. As for the second system, it is the sociological one that includes the inter-relationships between individuals within the organization and at the formal and informal levels, positive rewards systems and the pattern of leadership. The third system is the technological that includes the quality of organizing the work, the requirements of ergonomics, the technology used and the degree of its development. This model indicates the inputs of energy, information, and resources and their impact on the organization's ideological, sociological, and technical contexts.

#### **4- Organizational capacity**

The proposal to choose this approach came not randomly, but rather, based on the rational conceptuality and the extent of the compatibility with the conceptuality of organizational capacity that will be discussed in the following:- The research came in the conceptuality of organizational capacity for three important reasons. The first indicates that the organization or organizations are on the right track in investing their available energies that are represented one of the most important components of the critical success factors (CSFs), as for the second reason, it relates to the weakness or inability of the organization to invest its available energies. The third reason relates to the cognitive deficiency of departments on this concern. These reasons coincide closely with the main purposes of rationality represented in the ability to judge in determining the most methods to be used in managing organizations in light of environmental complications and scarcity of resources.

The origin of the word energy is Greek (Energia) meaning ability to accomplish. Several studies, including a study (Vogel & Bruch, 2012), indicated that research in the field of organizational energy is relatively recent and relates to organizational structure and individual energy in addition to the work team capacity. The basis for energy being intangible, and thus the identification of its effects will be through certain behaviors represented by collective participation and the fusion of the individual in the group or working team through harnessing the body, passion and knowledge for this purpose.

There are three main interlocutors in that the subject of organizational capacity is specified and as follows:-

### **Conceptuality**

The linguistic side of the energy concept refers to capacity, portability or ability of assimilation. From the organizational side, it means a reflection and response to discreet organization models that emphasize relations of cooperation, trust and participation, as well as a source for a balanced and stable system. In this regard (Fioel, et.al, 2001, 42) indicates that energy is a benefit and privilege for those who possess it; it is a prestige in front of others that enables them to take decisions that are implemented by followers. (Kay, 2002, 10) believes that energy is a major source of excellence in competition, which is the effectiveness and delivery of the product on time and contributes to reducing costs compared to competitors due to superiority in quality and design.

The view of energy of (Weelen& Hunger, 2010, 186) was as a set of distinct capabilities that spreads across departments of the organization and that enables work to superiority and excellence.

### **Techniques**

It means the methods by which the organization can exercise its roles in a manner consistent with the goals by rationalizing the system of incentives and preventing the emergence of destructive types of conflicts and affecting on the tendencies and trends of individuals (Quin&Mckenna, Eugene, 2000, 415).

In this regard, important topics will be:-

- Competition - means decisive and swift action, eliminating unwanted behaviors, and focusing on the most important topics.
- Collaboration - Finding unified solutions, deepening the spirit of commitment, and merging interests, conflicting and compatible views.
- Avoidance - avoiding hasty decisions and insulting individuals' perceptions in the existence of appropriate opportunities and interests in trivial matters.

- Convenience - enhancing the social construction of future issues, reducing uncertainty, and achieving harmony between different administrative levels and learning from mistakes.
- Settlement – committing to common goals, providing a strong support for creators, and brilliant maneuver.

### *Domains*

It means the aspects that express the effect of the energy that can be touched through it, as follows:-

### *Sustainable Change*

The unannounced emergence of the meaning of sustainable change was within the TQM literature (Harrington, et.al, 2015, 1), through the desire of Toyota to maintain its trade brand from aging and the ongoing search for potential manufacturing errors, here, the importance of proactivity and its direct impact on the company's strategic initiative has emerged for the purpose of maintaining and enhancing the market share.

The five steps to achieving sustainable change are:-

#### **A. Establishment of value in the long run**

The concept of establishing value is linked to the system of prevailing beliefs in the organization, which would refine the behavioral habits of individuals and make them pouring in the interest of succeeding the desired change. The long-term value system provides a pre-induction of customers' needs and desires at the same, and which ensures compatibility with their cultural system.

#### **B.experiment with new behaviors**

One of the main goals of sustainable change is to search for convergence or conformity (Fit) with the customer's convictions, and this is what requires continuous learning and re-learning in order to diagnose the wrong behaviors that make the customer an enemy of the company. In the field of administration, this means entering the customer's mind and providing an unexpected service or product.

### **C. Testing new behaviors in different situations**

Reaching a definition of new behaviors at work, it requires testing them consistently in various circumstances or situations, and this would arrive at an accurate identification of organizational behavior that suits what is and what should be at the same time. This duality signifies the high readiness of all managerial levels to work in a high flexibility, with environmental requirements, customer needs, and enhancing the best use of resources by utilizing them in the idealistic form through realistic and viable options.

### **D. Identify relationships in feedback loop**

It is evident that change does not happen from a vacuum, and there must be clear necessities for this and this can only happen through the quantity and type of feedback from customers, suppliers, government, and stakeholders on the performance of the organization represented by its outputs. The accurate and careful assimilation of feedback details represents the great incentive for the organization in making the necessary adjustments in its decisions and operations to satisfy the bodies with which the organization deals and benefits from its services, and this requires flexibility of the structure, equitable distribution of resources, and a strong organizational culture, with reference to the importance and necessity of publishing the changes that are being made for everyone to see, and thus be a realistic and practical evidence of the degree of organizational readiness to make the change in all circumstances.

### **The Approaches Assessment**

Through a review of the main aspects of these approaches, their coincidence is very noticeable with the Hidden signals. The intellectual models of these approaches agree on the necessity of finding firm rules for organizational behavior and methods of work based on scientific knowledge in order to achieve the best level of organizational effectiveness represented in the quality of the outputs and avoiding randomness in the organizational processes. The strength of the models constituting this approach is that it is a means of discovering facts and not a required aim in itself.

## Recommendation

Through an extensive review of the concepts of the Hidden Signals and the proposed approaches to it by the researcher, this term is evident essentially in administrative thought in general and in organizational thought in particular, and the installation of this term philosophically and practically, so the urgent need to form a contemporary concept of it that takes into account developments and modernity in theories of organization and highlighting the role values and patterns of thinking and the embodiment of modern management concepts that target the individual, the organization and society at the same time, and this is what produces behavioral and intellectual patterns that contribute to drawing new and effective paths to competition, survival and growth, and in a manner appropriate to the privacy of the environment, in which organizations operate.

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