

## THE FORMATION OF ORGANIZATIONAL BEHAVIOR OF PERSONNEL IN THE ORGANIZATION

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Grounded organizational behavior of personnel in the organization. Revealed the essence and content of the concept of personality, organizational behavior. Determined the main factors of influence on organizational behavior of the staff for effective functioning of the organization. Compared models of organizational behavior of staff. Describes the types of human behavior in the organization.

**Keywords:** model, organization, organizational behavior, personnel, factor of influence.

**Introduction.** Organizational activity directly depends on people performing specific roles and functions in it. Human behavior determines their cooperation for achieving objectives of the organization and at the same time, their competitions and even struggle for resources, status, independence and reward. Organizational behavior as a special sphere of knowledge is studying the system of relations between different groups within the organization and the impact of person, group and structure on behavior in organization and, ultimately, on its effectiveness.

**Analysis of recent researches and publications.** The formation of organizational behavior of personnel were laid in scientific works of such prominent scientists as G. Becker, D. McGregor, A. Maslow, E. Mayo, F. Taylor, D. Akker, K. Davies, M. Doronina and others. Significant contribution to the development of theoretical and practical foundations of organizational behavior of personnel made such domestic and foreign scientists O.A. Grishnova, A.V. Doronin, P. Drucker, T.I. Zaslavskaya, M.A. Robert, M.V. Semykina, S.V. Smirnov, V.A. Spivak and others.

The above-mentioned authors demonstrated that democracy, loyalty, informality management, that is needed in the formation of organizational behavior, developed basis of socio-psychological technology and other sciences related to explaining the behavior of individuals and groups.

**The purpose of the article.** Substantiate the organizational behavior of personnel in the organization, to determine the factors of influence and models of organizational behavior.

**The results of the researches.** Organizational behavior is related to the study of human activity and how their behavior affects the organization. In the subject of the study included the question of motivation, abilities and personal qualities of employees, their job satisfaction, attitude to work, leader behavior, interpersonal relationships, conflict, group structures, training process, development, etc. [6].

Organizational behavior aims to explain the actions of staff, understanding the reasons for such behavior; predicting the behavior of per-

sonnel in different situations; improving labor productivity by motivation.

Organizational behavior is the character of action in certain conditions of individual employees or groups aimed at the implementation of joint socially useful activity of organizations.

Organizational behavior is the behavior of personnel, combined in determining management processes that have their cycles, rhythm, and tempo, structure relations, organizational framework and culture. These processes, on the one hand, directed the efforts of managers at all levels, depends on their management culture, and on the other – are realized in the behavior of direct employees of the organization [2].

The behavior of personnel in the organization largely depends on the personality traits of the employee; features of social group to which he belongs; on the characteristics of organizations and countries in which he works, and others. Therefore, formation of organizational behavior depends on the employee's personal characteristics and the characteristics of the environment.

Personality traits of employee formed under the influence of natural characteristics and social factors. The natural properties is such as the physiological state of the body, memory, emotions, feelings, perceptions, and others. The social factors include education, experience, habits, circle of communication and others.

Any personality is characterized by:

- general qualities (intelligence, wit, observation, performance, self-discipline, sociability, etc.)
- specific properties (the ability to specific activities); abilities can be shared inherent in varying degrees to all people (to perceive, think, learn, work); private elementary (determination, perseverance, a musical ear, critical thinking, etc.); complex private, including professional (to certain activities);
- preparation for a specific activity (as a combination of knowledge, abilities, skills);
- orientation (orientation of social activity that occurs under the influence of social aspects – interests, aspirations, ideals, beliefs);

- a certain character;
- biologically based characteristics (e.g., temperament);
- psychological characteristics: a range of activities (breadth, depth), which can be General, specific, special; work style (form of influence, which is based on knowledge, experience, emotions) and dynamics of the psyche (characterized by strength, mobility, anxiety).

Typical personality traits associated with its behavior at the enterprise are given in table 1.

With effective organizational behavior, the staff conscientiously perform their duties, willing to go beyond their immediate responsibilities in order to achieve the goals of the organization.

On the formation of organizational behavior personality is influenced by the following factors [1]:

- demographic (define the behavior depending on gender and age);
- biopsychology (define the behavior depending on individual traits);
- socio-psychological (define the behavior depending on the relationship of individuals);
- cultural (define the behavior based on cultural elements characteristic of a given society).

The process of adaptation to the conditions and requirements of the organizational environment largely has an individual character. In the same environment, people behave differently. The man supposedly has two degrees of

freedom in the construction of their behavior in the organization [3]. On the one hand, he has the freedom to choose the forms of behavior: to accept or not to accept existing forms and norms of behavior. On the other hand – he can accept or not accept values of the organization, to share or not to share its goals and philosophy. Depending on what combination of these main components combined basis of behavior may be allocated four types of human behavior in the organization [3].

The first type of behavior (loyal and disciplined member of the organization) is characterized by the fact that the person is fully accepted values and norms of behavior. Therefore the person tries to behave in such a way that their actions can not be contrary to the interests of the organization. He sincerely tries to be disciplined and to fulfill his role fully in accordance with the organization's norms and behaviors. Therefore, the results of action of such a person basically depend on his personal capacities and abilities and how correctly determine the content of his freedom. This type of behavior can described as «the behavior of a dedicated and disciplined member of the organization» [7].

The second type of behavior («timeserver») is characterized by the fact that the person does not accept the values of the organization, but tries to behave completely following the norms and behaviors taken by the organiza-

Table 1

**Typical personality traits related to its behavior in the enterprise**

Characteristic personality traits	Features of human behavior
1. Internalizm	Man believes that he controls his own actions, manages them; shows greater interest and job satisfaction. For your own failures doesn't blame the environment and is committed to independently monitor the situation. Motivated on achievement.
2. Eksternalizm	Man believes that external forces control his life and its fate depends on luck and external circumstances. He is less than pleased with his work and more alienated from the work environment. People relying on the circumstances and considers himself as such that cannot influence the situation that is important to him.
3. Authoritarianism	It is the belief that between people in the company should have differences in status and job hierarchy. The authoritarian person has a negative perception of work which requires sensitivity to others, tolerance and ability to adapt to difficult circumstances that vary. When the success depends on strict adherence to rules and regulations, a highly authoritarian person may do the job very well.
4. Machiavellianism	Man believes that the end justifies the means to achieve it. This man is a pragmatist, and behavior do not always coincide with the ethical standards of business. If you expected a large reward for results, those who are called «high Mak» are very productive. When there are no clear standards of work or goals do not justify the means, then predict the performance «high Mack» is difficult.
5. Orientation on achievements (nAch)	Man is constantly striving do work better, to overcome their own difficulties; wants to feel that success or failure is largely dependent on her person. Gets enjoyed perform complex tasks, which include a call. At the same time, he avoids work that has a small chance of success. He responds quickly to feedback and has a good control of the results of their own performance.
6. Propensity to risk	A person with a high level of propensity to take risks makes decisions faster and uses a smaller amount of information to make a choice. The tendency to take risks can lead to more effective implementation under conditions of quick decision-making (manager, broker), but might interfere with the accountant who performs the audit work.

Source: [1]

tion. Such a person can be described as «opportunists». He makes everything clear and to the rules, but he cannot be considered as reliable member of the organization, because although he is a good and executive employee may at any time leave the organization or take actions that may conflict with the interests of the organization, but to match his own interests. For example, such a person would be willing to participate in the strike, in order to achieve higher salary [7].

The third type of behavior («original») is characterized by the fact that people accept the organization's values, but not accept the existing norms of behavior. In this case, a person can create many difficulties in relationships with colleagues and management he looks like the original. However, if the organization can afford to abandon the established norms of conduct for its individual members and give them freedom of choice in their behaviors, they can find their place in the organization and become useful [7].

The fourth type of behavior is characterized by the fact that the individual does not accept any codes of conduct or values of the organization. This is «an open rebel» that is in conflict with the organizational environment and creates conflict. It would be wrong to assume that this type of behavior is totally un-

acceptable in the organization and people that behave this way, do not need the organization. In general, however, the «rebels» generate a lot of problems that significantly complicate the life of the organization and even cause her a lot of damage [7].

Organizational behavior is formed at the intersection of two major organizational forces: subordinate (the subordinate workers top-down) and coordinating (the coordination of interests of departments). The optimal combination of subordinate and coordinate forces in time, space and define organizational control system, organizational culture.

In organizations where there is employee satisfaction to the interests of the company, the model of his behavior becomes mutually agreed, forming the objective vision of the whole front of action, which creates additional opportunities for communication. Their result is a wide range of interactions, mutual support in solving common problems.

In organizations dominated by alienated the employee class, exhibit high level of «disagreement», a pattern of behavior becomes divisive. Form a narrow vision of action – «from here and until now» that creates «the space fenced off from communications.

The basic contradiction of organizational behavior occurs when employees feel a sense

Table 2

### Models of organizational behavior

	Authoritarian	Guardianship	Support	Collegial
MAIN FEATURES				
Basis of model	Power	Economic resources	Leadership	Partnership
Orientation of management	Authority	Money	Support	Teamwork
Orientation of employees	Subordination	Safety and benefits	Perform work tasks	Responsible behaviour
Psychological result for the employee	Dependence on supervisor	Dependence on the organization	Participate in management	Self-discipline
Meeting the needs of the employee	Existence	Safe	Status and recognition	Self-fulfillment
Employee participation in employment process	Minimum	Passive cooperation	Awakened incentives	Moderate enthusiasm
RELATED IDEA				
The hierarchy of needs by A. Maslow	Physiological needs	Security needs	The needs of the middle level	The needs of a higher order
The levels of needs in K. Alderfer	The existence	The existence	Interconnection	Growth
Factors of F. Herzberg	Support	Support	Motivating	Motivating
Motivational environment	External	External	Internal	Internal
Theory by D. McGregor	Theory X	Theory X	Theory Y	Theory Y
Leadership style	Negative	Mostly neutral	Positive	Positive
Managerial grid by R. Blake and J. Mouton	9,1	3,5	6,6	9,9

Source: [5]

of detachment from the organization where they work. In such circumstances, they compensate for their dissatisfaction, focusing on personal benefit and act on the expression «work to experience», «I'll save some money and quit», «finish job and gone».

There are following models of organizational behavior: authoritarian; guardianship; support; collegial.

Comparison of these models are given in the table 2.

In modern organizations, more widely used support model and collegial model, based on the principles of theory Y. These models encourage partnership, teamwork, self-discipline and collective responsibility. Achieving these goals requires recognition by management of the organization needs higher order employees and providing opportunities for their internal satisfaction by giving employees broad powers.

Organizational behavior is manifested in the following forms, aspects and manifestations [7]:

- attitudes, values, preferences, inclinations of individuals, formed in the mind;
- the behavior of individuals in relation to physical objects in case of unexpected information and social contacts;
- behavior of groups, teams and other groups, characterized by a direct communication;
- behavior organizational units such as divisions, departments, companies or large corporations;
- the behavior of an interconnected group of organizations;
- the behavior of the internal and external environment of company, such as evolution of technology, markets, competition, government regulation and so on.

Organizational behavior can be considered as one employee, and the contact group.

At the level of individual workers, it appears that organizational behavior is the study and explanation of the labour attitudes, motivation and job satisfaction, recognition or perception of roles in the workplace or outside of it. Partly personality brings properties with him when included in the organization, but they also develop as gain experience under the influence or with the assistance of the organization. Individual features interact with the environment in which the personality is, he begins to socialize and tries to adapt the situation to make it more in line with personal tastes and requirements. Matching individual and employment contexts is the main task of human resources management.

At the level of the contact groups, the members meet, interact, argue, make friends. Their personality and acquired properties gradually change. Personality affect the lives of a group or team, but also changing them-

selves under the impact of the changes and evolution of contact groups. Groups and teams are general elements of coordination and control of organizational processes. They are important in both the formal and informal organizational structures. The management can encourage and discourage the formation of groups and teams depending on the situation, perception and policy.

The organization is interested in the fact that its members behave in a certain way. Therefore, managers in their activities should consider approaches to the study of behavior in order to correct and form the behavior of members of the organization.

The first approach to the problem is recruiting people with such qualities that can guarantee the desired organization for the behavior of its members. However, this approach has limited application because, first, it is not always possible to find people with the required characteristics, secondly, there is no absolute guarantee that the selected people will necessarily behave in such a way that expects them from the organization, and, third, from the organizational environment can change in time requirements for behavior in the organization coming into conflict with those criteria by which people were selected in the organization [7].

The second approach, which does not exclude the first, is that the organization affects the person causing it to modify its behavior in the desired direction. Such an approach is possible because a person has the ability to learn the behavior, change their behavior by acknowledging their previous experience and behavioral requirements that are offered to its behavior from the environment.

The third type of learning behavior is learning through the observation of behavior. Of course this observation of another's behavior. People regularly observing the behavior of the people around them, automatically starts to adjust their behavior to their own behavior. She adopts their style and manners, skills, operations, etc. [7].

The basic rules of individual and group behavior sets the organization itself: the duties, rights and powers, the degree of responsibility, the standards of business communication. There needs to be consistency of people's behavior is achieved through the organization of common purpose, keeping the personnel a sense of value, the introduction of some schemes of role behavior and role interaction, the use of standards of organizational behavior, when some of its types are desirable, others – undesirable. However, to harmonize the variety of human individualities only formal integration mechanisms is not enough, therefore, the management of organizational behavior is a not an easy process.

**Conclusion.** Based on the above, we can conclude that the organizational behavior of

personnel allows to fully disclosing the potential of the organization and makes a choice of directions to improve its activities.

The field of organizational behavior is come from a broad interdisciplinary foundation of psychology, sociology, anthropology, economics, medicine and others. The main contribution of behavioral theory is associated with the method by which this approach changes management thinking. Managers increasingly recognize the role of behavioral processes and recognize employees as the most valuable resource.

On the formation of organizational behavior influenced four major groups of factors: demographic; biopsychology; socio-psychological; cultural.

For effective organizational behavior, first you need to determine whether it is directed at one employee or group of employees and then choose the model of organizational behavior.

There are following models of organizational behavior: authoritarian; guardianship; support; collegial. In modern organizations, more widely used support model and collegial model, based on the principles of theory Y. These models encourage partnership, teamwork, self-discipline and collective responsibility.

Thus, the formation of organizational behavior is important in the management of the organization. Since HR in modern organizations is based on its behavioral aspect, because the staff becomes a key factor in the effective functioning of the organization.

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## ФОРМУВАННЯ ОРГАНІЗАЦІЙНОЇ ПОВЕДІНКИ ПЕРСОНАЛУ В ОРГАНІЗАЦІЇ

### Анотація

Обґрунтовано організаційну поведінку персоналу в організації. Розкрито суть і зміст поняття особистість, організаційна поведінка. Визначено основні фактори впливу на організаційну поведінку персоналу для ефективного функціонування організації. Порівняно моделі організаційної поведінки персоналу. Охарактеризовано типи поведінки людини в організації.

**Ключові слова:** модель, організація, організаційна поведінка, персонал, фактор впливу.

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### Аннотация

Обосновано организационное поведение персонала в организации. Раскрыты сущность и содержание понятия личность, организационное поведение. Определены основные факторы влияния на организационное поведение персонала для эффективного функционирования организации. Сопоставлены модели организационного поведения персонала. Охарактеризованы типы поведения человека в организации.

**Ключевые слова:** модель, организация, организационное поведение, персонал, фактор влияния.