

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR.

SOME BASIC ASPECTS

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Experience has shown that it is necessary to focus more on organizational behaviour. This requires managers to get familiar with several social and psychological scientific disciplines which can help them answer the questions related to the impact of the organization and organizational philosophy on the behaviour of managers and employees. In addition, organizational behaviour includes knowing individual differences between people in the organization and their impact on fulfilling organization's objectives. It also explains the relationships between people in connection to organizational culture, functioning of work teams, communication, etc. Analysis and interpretation of organizational behaviour should become part of managers' training so that they are able to explain and predict behaviour of people in the organization they manage.

Key words: *organizational behaviour, management, communication, organizational culture*

1. INTRODUCTION

Describing the working environment in which people spend most of their active life is not easy. Every individual who starts to work for a particular organization wants to know what he or she can expect, what kind of tasks he or she will be assigned, what work relationships exist in the organization, etc. Phenomena and relationships existing in the organization can be understood only if we are aware of the fact that it is comprised of people having different character traits. That is why it is necessary to be acquainted with the basic aspects of organizational behaviour, which are essential for managerial work.

“Working organizations are the sources of identity and the forums where people express their emotions. These organizations are apparently rational, serving mostly economic purpose. At least, this is what people think. Enterprises, hospitals, schools, shops as well as other subjects in which people fulfill pre-determined aims are the places of triumph and disaster, estrangement or satisfaction, where people acquire their most intense experiences.” Therefore, managers and personnel managers and staff managers should focus on getting familiar, analyzing and understanding people's conduct in companies and organizations,. Comprehending the

behaviour of people in the working environment requires that managers apply scientific disciplines such as sociology and psychology. We would like to remind that sociology deals also with the social conduct - behaviour towards other people, whereas psychology focuses on individual's or group's personality and behaviour. It is necessary to add that the study of organizational behaviour requires also knowledge of other scientific disciplines such as social psychology, anthropology, pedagogy, staff management and management theory which are all concerned also with people at work. Organizational behaviour is a synthetic field of study which tries to explain the problem of human behaviour in organizations from a broader point of view in comparison to partial disciplines [2].

Considering today's managerial practice we can discover that in many organizations managers do not have sufficient experience in this field of study and they do not realize the reasons for behaviour of the people who are employed in organizations they manage. In addition, they are not able to predict certain behaviour of employees and, to make matters worse, they cannot explain their own behaviour and attitudes towards other people in the organization.

2. PEOPLE'S BEHAVIOUR IN ORGANIZATIONS IS NOT ACCIDENTAL

Generally, we can agree with the above statement. Human behavior in an organizational environment is not

accidental; on the contrary, it has a certain result. What is more, we must realize that there are differences between people. As a result, they may not behave in a similar or same way in particular situations. In the real world of human conduct, there is a "bounded rationality", which means that there are certain cognitive limitations in a human's view of the world. Every kind of conduct has its reason which, however, depends on values, experience, as well as on the intentions of each individual. Emotional and intuitive thinking is also an important part of human behavior.

Managers have to make decisions every day, which determines their behavior as well. We can assume that they have clear specified objectives and interests, as well as properly defined alternatives to choose from. Moreover, all future phenomena can have coherent distribution of probabilities and the chosen alternative is likely to maximize an expected result. It is not easy for managers to fulfill any of these conditions in their everyday life because their bounded rationality and personal situation depend on the amount and quality of information, time, the superior's opinion, as well as the pressure of other events etc. As we can see, the psychological and sociological explanation of managers' behaviour is proper and justified.

Approaches of the research into the organizational behaviour may be understood more easily if we answer the question *What is the organization and its components?* Nobody doubts that each organization has people, that these people work and that they

use different technologies and a great deal of information. All these four basic components are interconnected and they form the organization. If there is not mutual harmony between them, the organization experiences disproportions, conflicts and inefficiency. Coordination and cooperation between people, groups and organizational units is then very complicated. The essence of the organization is the fact that it has at least three basic systems:

- production system (products or services),
- value stream system,
- data flow system.

Besides these systems, organizations have also the control system that also entails control processes.

Hierarchy is a typical feature of an organization and that is why it must be structured. As a result, the organization is characterized by various work groups and teams, organization units as well as by the relations between them. Organizations create a lot of alliances, networks, relationships between individuals or autonomous groups; thus we can talk about allied relations and units.

If we want to specify the aspects of organizational behaviour managers should focus on, we must follow empirical researches which: *“cumulate theoretical knowledge regarding the existence of people in organizations, behaviour of individuals and groups, their motivation, working attitudes, socialization, cooperation and conflicts, stress, organizational policy, ethics, use of power as well as the essence of an organizational culture”*. [3]

Deeper analysis of these aspects will result in the following questions concerned with the managerial work: what the main differences between people at work are, how personality affects performance, how employees are motivated, how to create an effective working group, what is the sense of different organizational structures, how we can make changes successfully, how company culture affects the organization, what are the personality traits of successful leaders and so on.

Answers to these questions can be found in one of the basic attributes of any organization's running – that is the strategic vision.

Strategic vision is defined by experts as a statement which formulates the image of an organization or a working team in the future. There are more reasons why we should deal with the strategic vision in relation to organizational behaviour since it:

- does not direct our thinking towards problems but towards objectives,
- unites working teams (if employees do not have common objectives, they follow different ones),
- has a profound impact on the existence and direction of the company – if every organization had a good strategic vision, many organizations would not have gone bankrupt,
- helps coordinate activities. [4]

Managers in highly developed companies agree that the main factors of the strategic vision are objectives,

strategy, values and behaviour. These factors are interconnected. Objectives answer the basic question why the organization exists and what its mission is.

Strategy – if the objectives are to be met, there must be a strategy for procedures. This regards identification of characteristics thanksto which the organization is distinctive among competitors.

Behaviour – the above-mentioned factors must coincide with practical principles which will be followed (this includes managers' behaviour towards employees, communication within the company's hierarchy, behaviour towards customers and so on.

Values – must consist of principles and attitudes, as well as norms which are shared by employees of the organization within the organizational culture.

We have mentioned only the most essential attributes which influence the behaviour of people in organizations. Creative working atmosphere and positive interpersonal relationships which would help the organization realize the strategic vision and survive turbulent environment can be developed only if there is permanent communication and explanation of a real situation in the organization. Why is it necessary to pay attention to communication within organizational behaviour? The answer is quite simple. Communication includes receiving and giving information as well as mutual influence of the people who communicate.

The main functions of communication in managerial work are “the information function (giving information, facts and data to individuals or groups), the motivation function (motivates people to meet the organization's objectives and

includes also persuasion), the control function (controls activities of an individual or groups), the emotional function (helps to explain people's feelings and opinions)”. [5]

Communication within organizational behaviour greatly contributes to elimination of unethical behaviour in the organization. If communication with people is not ethical and if it is not based on human dignity and ethical values, the management of people in the organization fails. Communication of managers with their subordinates is also the feedback which affects development of a positive working atmosphere.

Only those managers who give their subordinates a chance to meet with them and solve the problems, give them questions or proposals regarding improvement of their work get closer to them. Consequently, the employees are willing to do things beyond their job duties, if it is needed. Significance of communication for managerial work is evident also when there are organizational changes going on in the organization. It is necessary to say that organizational changes are related to organizational behaviour since its theory deals with the fact that the man is a bearer of changes. In this connection it is necessary to realize that “the human nature is characterized by deep-rooted resistance to any departure from certain standards or a working stereotype. In general, people are reluctant to accept changes and therefore it is necessary to change their attitude because not every change is bad. The change must be perceived as a step towards something better which will make our work easier”. [6]

3. BASIC MANAGEMENT PHILOSOPHY AND ITS IMPACT ON ORGANIZATIONAL BEHAVIOUR

Managers' attitude towards the people they manage and lead can be considered as a basic aspect of judging the organizational behaviour. The only thing every manager should be able to do is to manage people effectively. Literature dealing with management and organizational effectiveness presents a positive picture of a human character and supports attitudes which motivate people to work willingly and do their best performance. Practical experience and reality in today's difficult economic and financial situation show that managers are not capable of emphatic behaviour towards their subordinates. It seems that a lot of managers are still trying to lead the people by means of rules, systems, procedures and office work and avoid communicating with them. It is necessary that managers understand employees' feelings, needs and expectations. These people are managed and led and therefore they need to work in humane conditions. This, however, requires a highly developed *culture in the organization*, particularly a *culture of its management*.

Organizational culture includes: "*basic values, opinions and expectations existing in the company, behavioural patterns which result from these shared symbols and which interconnect expectations, values and behaviour of the organization's members*". [5]

Managerial thinking related to behaviour towards people in the organization can be prevented from

declining by focusing managers' attention on a few basic principles which form *the basic management philosophy*. These principles are as follows:

- successful management of people based on honesty, trust, sincerity, mutual respect, cooperation, support,
- perception of employees as the basic investment unit,
- ensuring that managers have clearly defined rules they could apply in accomplishment of their tasks,
- management basis related to vision, charisma and abilities acquired through the team's commitment and cooperation,
- implementation of basic but important practices such as responsibility, knowing how to take care of people, knowing how to earn their respect, how to determine high standards and follow them, knowing how to manage people and how to excel at individual managerial qualities, etc.

4. CONCLUSIONS

People working in different organizations perceive these organizations in a different way. It can be certainly said that they react in accordance with how they are treated. Managers must realize that if they give little to their employees, little will get back to them. On the other hand, if they respect people and they are important to them, most of the employees will react as responsible and creative individuals who want to work for the organization. In

addition, we must not forget that employees need to be praised for their achievements. Managers often do not react to good performance done by their subordinates because they take it for granted. On the other hand, they can readily criticize whenever employees' performance falls behind their expectations. Employees need to know whether they work properly and receive appreciation for their effort. Individual approach towards employees is not of less importance. These, but also many other aspects, which belong to management philosophy necessary for staff management may be too *idealistic* and even *unreal* in today's reality, where companies prefer a dominant approach. Managers did not give up their right to lead. The question is how to lead people and how to use one's authority. Management of organizations is mostly based on "organizational power" derived from a position in the hierarchy and from using formal authority. Moreover, management may be based on "personal power" based on capabilities and professional knowledge, identification with subordinates, deserved respect and support from people who perform their work tasks.

Managers must be able to perceive and understand the behavioural processes in the organization they manage. What is more, they should be capable of setting an appropriate management system, derived especially from a purpose a particular organization serves. This system influences the organizational architecture system. Managers' work does not depend only on themselves

but also on the people, very often not only subordinates, with whom they must build relationships. In addition, managers must learn how to influence people and get their support for the things they need. All in all, managers deal with human activities which impact existence of the organization in many aspects. As a result, they need to know the factors such as people's thinking, action and motivation.

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