Behavioural Factors of Human Conduct in Modern Organizations

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Abstract: *Knowledge-based economy as contemporary socio-economic concept determines the processes which generally take place in the economy. A number of new development opportunities as well as challenges have emerged from it. One of them is building proper relations between employees as a basic assumption of social responsibility of business. This principle involves building proper relationships between an entrepreneur and his/her employees. The growing importance of an employee in modern organizations is the core of personnel policy of enterprises from the point of view of treating an employee as a partner who significantly contributes to the functioning of the organization. Extremely important is, therefore, the existence of a new moral and social contract between an employee and the employer which may be treated as organizational behaviour basis on contemporary labour market. The purpose of this article is to present the problem of employees behaviour in an organization. For this purpose, the concept of "organizational behaviours" has been firstly explained. Then, the article presents the determinants of human behaviour and types of behaviour. Finally, the outcome of a scientific research conducted in the following organizations is described: Ziekenhuis Hospital: Bernhofen (OSS) en Veghel, Netherlands.General Hospital in Lviv, located at Ruska 20, Lviv, Ukraine, Hospital in Zakopane, located at Kamieniec 10, Zakopane, Poland.*

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I. Human Conduct in An Organization

Modern organizations are more and more important in people's lives. They become an integral part of societies. They meet the demand for various products or services. The most important component of any organization is human being as man has an impact on the structure and functioning of an organization.

In literature, the term "organization" has various definitions that divide the understanding of this word into three spheres: material, functional and attributable. In the first understanding the organization is an institution of a complex structure that consists of inter-related elements. The word organization is a synonym of institution. The functional meaning of an organization refers to the process of creating complex thing. It is a synonym of a verb "organizing". And the third meaning is set of features which are characteristic of an organized thing, therefore, organization is a synonym of a word "organized" [1]. Human resources, their qualifications, attitudes, patterns of behaviour as well as aims and tasks it carries out make up the social elements of the organization. In turn, the technical elements include technology and structure. All parts of the organization are joined together and thus they influence each other.

These connections determine the form of organizational behaviours. In literature, "organizational behaviours" (OB) refer to a scientific discipline that is aimed at understanding how individuals impact the behaviour of other individuals within an organization. It is examined on two levels, "at the individual level and at collective level' [2].

There are many definitions of the concept that differ mainly by the degree of specificity as shown in Table 1.

Table 1. Definitions of "organizational behaviours"

Author	Definition
J.Champoux	Behaviour, attitudes and efficiency of human activity in an organization
J.Gordon	Behaviour and attitudes of people in organizations, the process of learning of an individual, group and organization as a whole in work environment, and also the entirety of knowledge and domain of research concerning organization and its participants.
R.W.Griffin G.Moorhead	Knowledge on human behaviour in work environment and links between individual, group and organizational levels of these behaviours.
U.Gros	Ways of individual human interaction, team of people or group conduct, and also the organization as a whole. These ways of behaviour include various reactions which show themselves as a result of repeating or random events, and attitudes.
J.Moczydłowska	System of behaviours and actions connected with activities performed by employees and achieving organizational goals.
S.P.Robbins	Scientific field that examines the influence of individuals, groups and structure on behaviours displayed as part of an organization.
H.L.Tosi N.P.Mero J.R.Rizzo	Scientific and systematic analysis of individuals, groups and organizations in order to understand, predict and improve the functioning of an organization and its members.

Source: U. Gros: Zachowania organizacyjne w teorii i praktyce zarządzania. PWN, Warsaw 2003, p. 9; J. Moczydłowska: Zachowania organizacyjne w nowoczesnym przedsiębiorstwie. Publisher: Wyd. Śląsk, Katowice 2006, p. 30.

P. Tyrała enumerates many types of links between behaviours in an organization, namely [3] :

- between particular people (stochastic factor) and technology. This dependency is that the more efficient and complicated technologies are used in an organization, the better qualifications they require from people who maintain them. And here the difference lies in the behaviour of people. Employees with higher qualifications behave more peacefully than those with lower skills. Well- qualified people are usually self-confident and calm and they know what to do in various situations as they may base their actions on knowledge;
- between the structure of an organization and their members. The characteristic feature of an organization is its structure. People create various hierarchies. In these structures they hold certain positions and behave in accordance with the job they have. Behaviour is strictly related to a place in organizational hierarchy;
- between individuals and goals they have. Behaviours and attitudes are related to goals people want to achieve within an organization;
- between goals people have and technology. For people to perform certain tasks specific methods of actions are required, more or less technologically advanced;
- between the goal of an organization and its structure. Between employees and the organization in which they work inter-relations are established. They are created under the influence of behaviors expressed by particular people towards the organization. People treat organization as a whole and implement tasks striving for goals. The organization interacts though people with each its member in an individual way. The nature of relationship on the line "people-organization" and differences between particular people must be analysed with reference to technical co-dependencies and organizational and human needs .

An organization is a complex social system, therefore, in order to properly understand the behaviour of individuals within it, it should be analysed as a whole. Similarly, determinants of behaviour of employees should not be considered without reference to the whole system, that is an organization. People conclude with the organization an agreement. It specifies mutual requirements towards a man/woman and his/her relationships with the organization. This agreement may be defined as a set of expectations of an organization towards an individual and contributions the employee may bring to the organization and a set of benefits given to an individual in return.

People contribute to an organization's success, they bring in their effort, skills, abilities, time and loyalty in order to meet the needs and requirements of the organization. The organization responds to these expectations by offering various benefits such as remuneration, position, better social status or the security of job. The organization requires from the employees a superior performance, loyalty, dedication and maintaining a good image of the organization. In return, people expect an opportunity to develop, expand their qualifications and information about the usability of things they do or progress of their work[4] .

If one of the parties to the agreement fails to meet the conditions specified in it, certain consequences may be anticipated. The basic after-effect of failure is dissatisfaction. It concerns both parties, an employee and organization. Human reactions which are consequences of job dissatisfaction include the change of attitude towards it: anger or frustration. An employee whose needs or expectations are misinterpret starts to be disappointed. It must be stated that expectations towards a particular employee are usually not clearly defined. The organization communicates them through interactions with other members of it. Hints, suggestions, comments, recommendations, approvals, or reprimands are tools which are transferred by people to people. Employees by observing the behaviour of others, by analysing their own attitude and communicating figure out what are the requirements of the organization towards them, and what they can expect from the organization [5].

The other term for the aforementioned agreement is "psychological contract" which is an effective way to influence behaviours and attitudes of people employed in the organization as well as which affects the functioning and performance of the organization as a whole. In literature, we may find that this form of contract strongly influences the psychological sphere of human being, which is strongly connected with employee's feelings, thoughts, motivation and engagement. This sphere directly translates itself into efficiency, implementation of tasks, and work engagement of a particular employee. This psychological contract may be discussed on a few layers of which each shows different expectations of an organization and employee. This phenomenon is presented in table 2.

Table 2. Components of psychological contract and dependencies

	Expectations	
Types of contracts	Organization	Employee
Knowledge agreement	The level of knowledge of an employee	Using knowledge and skills in organization
Psychological agreement	The need to influence an employee to guard interests of an organization	The need of adequate incentives from the side of management and organization
Efficiency agreement	The need to achieve by an employee high quality of work	The need to determine awards for effort
Morality agreement	The need to accept norms and values of an organization by an employee	The need to conform own system of values with system of values of an organization
Task agreement	The need to accept technical conditions of work by an employee	The need to determine requirements, aims, tasks, social aura etc

Source: B.Kożusznik: Zachowania człowieka w organizacji. PWE, Warsaw 2007, p. 23.

Undoubtedly, the social system of an organization, which is created by people, operates on the basis of interactions between individuals. Therefore, important are relationships which are created between employees. In an organization, interpersonal relationships may be of a positive or negative nature. In the first case, people will respect each other, be polite and behave well. In the second case, the members of an organization will have no respect, be impolite and behave negatively towards others.

Desired are relationships of a positive nature at a workplace in the context of meeting the social needs of employees and their impact on human behaviour in an organization. The functioning of the organization and its market success is largely dependent on the behaviour of the employed people. Members of the organization with their competences and skills, constitute soft factors which are difficult to be measured. They form a climate and culture of an organization, interacting with motivation and performance of others [6].

Knowledge of issues related to the organizational behaviours enables the effective management of human resources, and the organization as a whole. Causing or provoking certain organizational behaviours in order to motivate people or to act in accordance with company's objectives requires the use of various stimuli. Important is also understanding why people do certain things, what may persuade people to act or undertake duties or increase their effectiveness. Although it is difficult certain factors which condition human behaviour in organization are possible to be distinguished.

II. Determinants of Human Conduct in an Organization and Types of People Behaviour

Behaviour of people in an organization is a complex issue, and as such is dependent on many factors. It is influenced by many internal and external stimuli.

Studies on the analysis of human behaviour in organizations point to three basic groups of determinants of human behaviour in an organization. These include individual, group and organizational determinants [7]. Specification of these conditions is shown in Figure 1.

Figure 1. Determinants of organizational behaviours
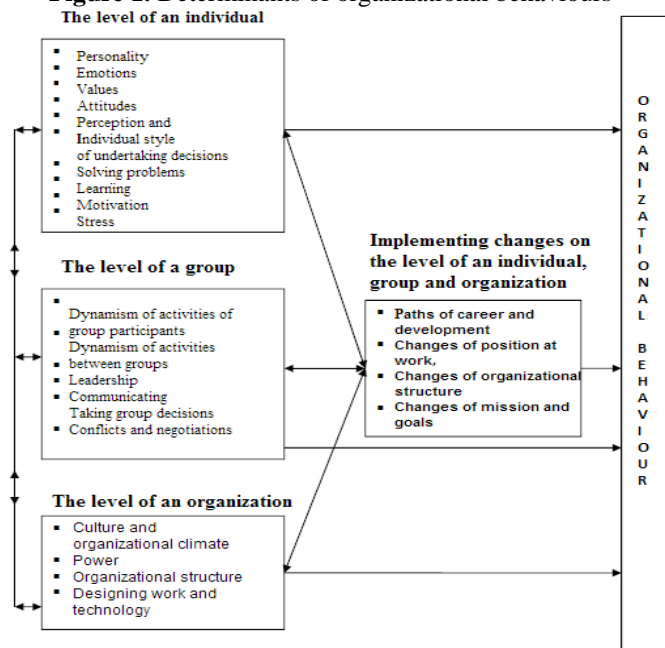
Source: U. Gros: Zachowania organizacyjne w teorii i praktyce zarządzania. PWN, Warsaw 2003, p. 12.

Individual, group and organizational determinants constitute independent variables of the model of behaviour. The dependent variables include: productivity, absence, withdrawal, organizational citizenship and job satisfaction. Productivity is defined as a measure of the efficiency of an organization in achieving its objectives and economy of undertaken actions. Absence is the number of days in which members of an organization are not present at work on weekdays. Another variable, which is withdrawal, is defined as voluntary and involuntary leaving the organization by its members (for example, termination of employment contract). Organizational citizenship is defined as a discrete behaviour of a member of an organization that is not part of his duties which promotes the effective functioning of the organization. On the other hand, job satisfaction is defined more often as an attitude than behaviour. This variable refers to the difference between the number of awards and praises that a member of an organization receives in relation to the amount which in his/her opinion he/she should receive [8].

One of the determinants of organizational behaviour is also motivation of an individual. This is a theoretical construct used to explain behaviour. This concept may be defined as internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

The term "motivation" is derived from the word "motive". Motive can be defined as that which makes a person active in a particular way. Some of main motivation definitions are as follows:

1. Motivation is an act of stimulating someone to get a desired course of action or push the right button to get desired results
2. Motivation can be defined as a willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need.
3. Motivation can be defined as willingness to expand energy to achieve a goal or reward .

Taking into account the human functioning in an organization, motivation is a tendency to incur considerable efforts to achieve the goals of the organization. A goal is focused on the future. It is a cognitive representation of something that is possible in the future. Goal- directed behaviour is proactive, not reactive. It entails use of a future image as a guide to present behaviour; it does not simply entail an immediate, unmediated response to a present stimulus. Implicit in this conceptualization is that the mental image of the future possibility has a causal influence on present behaviour [9].

The degree to which this goal is attractive for a member of an organization depends on the subjective assessment of the possibility to achieve it[10].

Motivation is made up of three components: direction, intensity and persistence. Direction refers to where people choose to invest their energy, intensity refers to how much energy is invested in a particular task and persistence refers to long-term continuity to invest the energy [11].

Generally there are two types of behaviours. One type is referred to as a respondent behaviour which consists of acts that are reflexive or unlearned which occur in response to something in the environment. The other type are called the operant behaviour that is a behaviour emitted to produce a consequence and which consists on an individual acting upon the environment. In an organization operant behaviour is initiated by an employee to operate on a part of his environment which is an organization [12].

R.W. Griffin and G. Moorhead distinguished the following types of behaviours in organizations [13]:
- productive behaviour which relates to behaviour that increases productivity. This type of behaviour contributes positively to the goals and objectives of the organization and therefore is desirable by an organization;
- withdrawal behaviours such as: lateness, absenteeism, turnover, and burnout;
- dysfunctional behaviours such that can substantially harm work team functioning and diminish organizations' success and which generally negatively affect the functioning of the whole organization;
- organizational citizenship behaviour - a behaviour related to behaviour that indicate an employee's deep concerns and active interest in the life of the organization. An employee feels of being part of the organizational whole in the same way a citizen feels a part of his or her country. An employee exemplifies a constructive involvement in the policies and governance of the organization.

Other classification was popularized by S. L. McShane and M. A. Von Glinow [14]. They specified the following:
- behaviours leading to the achievement of organizational objectives;
- the involvement of members of the organization in its functioning beyond the scope of their responsibilities;
- negative behaviours leading to other results than expected, e.g exploiting others, avoiding work, sabotage, etc
- joining the organization and persistence in it;
- avoiding absenteeism.

People can exhibit different forms of behaviours. They are classified as [15]:
- submissive (passive)- manifested by a tendency to escape, based on instinctive reactions and emerging as a response to problems or a threats;
- aggressive – manifested by a tendency to fight;
- assertive- manifested by by a tendency to find an agreement with a partner.

These types of behaviours are strictly related to the concept of organizational communication. It is not a linear process between a sender and receiver of a message. The nature of a communication process established in the organization reflects the management style, degree of employee participation, culture and efficiency in the workplace. "From a critical perspective organizational communication is an important tool for shaping and controlling various aspects of workers' behaviours in the workplace. It is a means of gaining commitment to organization's goals, a means of conveying a nexus of disciplinary practices, and, ultimately, of making workers more governable"[16].

When a behaviour occurs and is followed by a desirable consequence, that behaviour is said to be reinforced (meaning strengthened). On the other hand, if the behaviour results in aversive consequences it is said to have been punished. However, desirable and undesirable consequences in organizations are only partially contingent upon the behaviour or the performance of employees. There is a variety of relationships between people, many behaviour modification principles, schedules of reinforcement or punishment, individual differences, cognitive and emotional reactions to stimuli, therefore each organization must analyse human behaviours in accordance with own observations and criteria[17].

III. Nature of Organizational Behaviours – Results of Empirical Research

Employees of an Institute of Economics and Management of one of the Universities in Poland conducted research on the behaviour of people in organizations. The research was conducted in Polish, Dutch and Ukrainian institutions.
The research technique was a survey for employees as well as an interview with members of organizations.
During the research it was discovered that employees in Polish, Ukrainian and Dutch companies significantly vary in terms of manifesting organizational behaviours. These differences are shown in figure 2.

Figure 2 Behaviours of employees in organizations
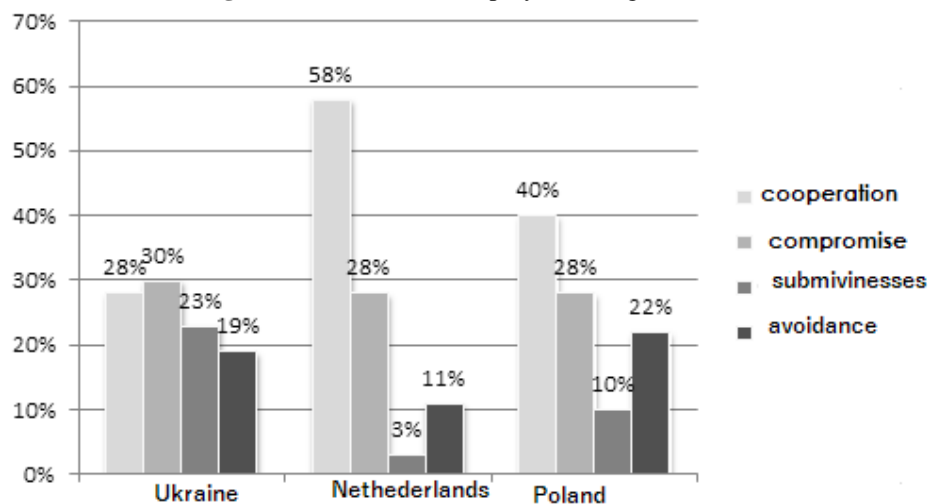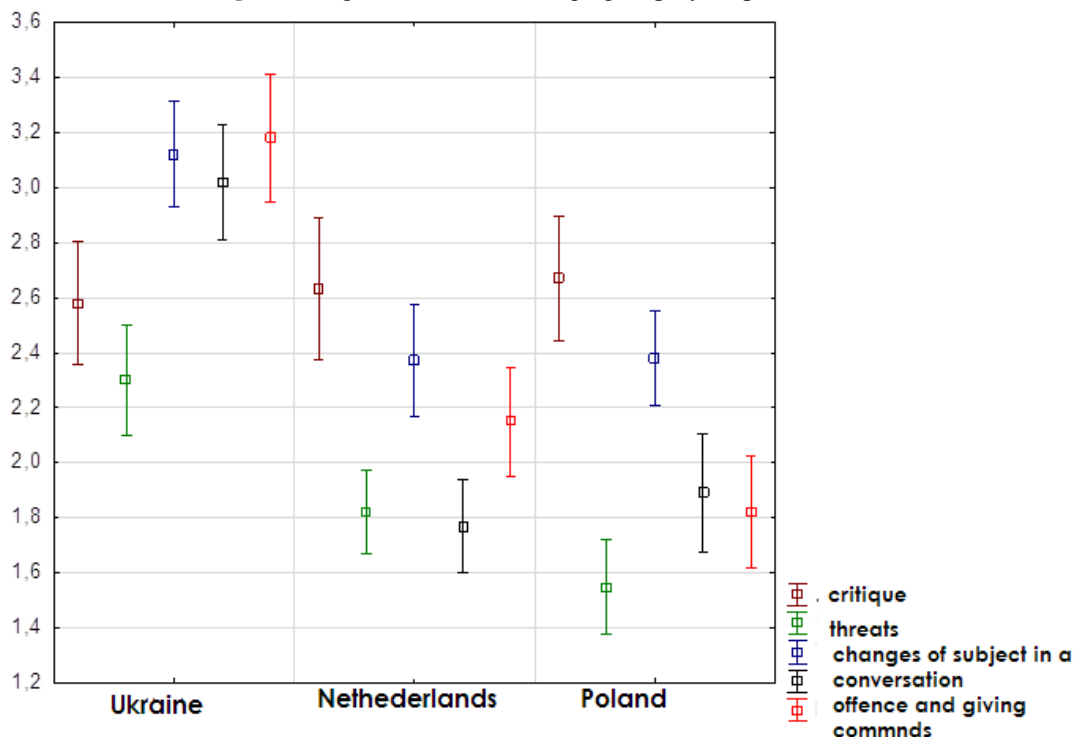

Source: Own research

In Ukraine the leading behaviour is "compromise" (30%), then "cooperation" (28%) , "submissiveness" (23%) and "avoidance" (19%). Employees working for a Dutch organization claim that the most frequently occurring behaviour is "cooperation" (58% - more than half), then "compromise" (28%), "avoidance" (19%) and only 3% of the respondents marked "submissiveness". In Poland the biggest number of employees declare that they undertake "cooperation" (40%), then "compromise" (28%), "avoidance" (22%) and "submissiveness" (10%).

In literature "submissiveness" and "avoidance" in organizations are negative phenomena. The submissive model requires employees to place a strong emphasis on loyalty and obedience to their superiors. The employment contract does not completely commit employees to a higher degree of responsiveness to their employer's desires. They are only committed to the extent that there is an agreement to exchange their skills for compensation and to apply them diligently to assigned tasks. The contract does not in any way require

employees to abandon their personal ethics to comply with unethical or immoral imperatives [18]. Avoidance is simply a withdrawal of negative consequences, a fear of castigation for making a mistake. The research showed that the highest number of employees who use this type of strategy work in Polish organization. In literature it is stressed that fear of failure is a powerful motivator of this type of behaviour. "It is a fear of what others will think, say or do when one fails [19] ". Avoidance is a product of bad management. Instead of discouraging people Polish organization should create an atmosphere of dynamism, enterprise, inventiveness, in which failure is an opportunity to "begin again more intelligently".

The questionnaire was also focused on examining the degree of occurrence of negative forms of managing employee performance. Results are shown in figure 3. An undesirable employee behaviour in an organization should be changed, however, the managers should analyse the source of the performance problem and choose a tool which is most suitable to change the behaviour but not the person. The research showed the degree of occurrence of "criticising", "threatening", "changing subject", "insulting" and "telling commands" and it is shown in table 3.

Figure 3 Negative forms of managing employees performance

Source: Own research

In Ukraine the respondents most often faced "telling commands", "changing subject" and "insulting" and the least frequently they faced ""threatening" . In the Netherlands employees most frequently had to cope with "criticising" , ""changing subject" and "telling commands". In Poland respondents most often had to deal with "criticising" and least frequently with ""threatening" and "telling commands".
A detailed analysis of the occurrence of negative forms of managing employees performance is listed below.

Table 3. Occurrence of particular form of managing employees performance in Ukraine, Netherlands and Poland

		Ukraine	Netherlands	Poland
Criticising	never	22%	23%	23%
	hardly ever	22%	29%	18%
	rarely	36%	21%	28%
	often	16%	16%	31%
	very often	4%	11%	0%
Threatening	never	28%	40%	67%
	hardly ever	25%	38%	13%
	rarely	37%	22%	19%
	often	9%	0%	0%
	very often	1%	0%	1%
Changing subject	never	10%	24%	19%
	hardly ever	6%	29%	31%
	rarely	51%	35%	43%

	often	28%	10%	7%
	very often	5%	2%	0%
Insulting	never	10%	47%	56%
	hardly ever	16%	32%	7%
	rarely	44%	19%	30%
	often	22%	1%	6%
	very often	8%	1%	1%
Telling commands	never	12%	31%	55%
	hardly ever	14%	35%	14%
	rarely	28%	22%	26%
	often	36%	12%	4%
	very often	10%	0%	1%

Source: Own research

Employees who constantly face such forms of attitude of the management towards them may become anxious, fearful, revengeful, frustrated and even violent. Disgruntled workers are angry and often see themselves as victims.

There are many techniques which may help a person to be more cooperative and change an employee behaviour into positive. All behaviour may be understood in the context within which it is exhibited. Managers should always understand things that came before a behaviour and things that came after a behaviour. The success in shifting or modifying peoples behaviours lies in understanding the structure which drives the behaviour itself.

An interview with members of Ukrainian, Polish and Dutch organizations showed also other types of attitudes and behaviours, both positive and negative. Among positive ones there are:

- providing of adequate technical, social and social working conditions, essential for personal safety, and comfort of workers;
- a partnership approach to the crew members and their involvement in the discussions on the improvement of the working environment;
- providing high-quality internal communication, especially in terms of the expectations of the organization to employees with regard to ethical standards as well as considering by the management of organization information coming from employees;
- ensuring a friendly atmosphere and overcoming conflicts over differing interests;
- equal treatment of workers regardless of age, sex or religion.

Among negative, the employees enumerated: mobbing, sexual harassment, blackmail, sabotage, theft, surveillance, bribery, discrimination.

The research showed that in each organization a wide range of human behaviour occurs. The degree of frequency of occurrence and intensity of particular attitudes varies. The same applies to forms of managing employees performance. The research pointed to other very important problems connected with human behaviours that need further analysis by the management of particular organization. The outcome of study proved that in order to discover organizational problems it is essential to study human interactions and processes that happen within an organization and find best ways to resolve them.

IV. Conclusion

An organization is a system of more than one person engaged in cooperative action. It is a system of structured social interactions. Therefore, each organization should understand behaviour, attitudes and performance of people who contribute to its success. The progress of an organization is directly dependent on the effective use of human resources based on the applied behavioural science. An atmosphere which facilitates achievement of general organizational goals and particular tasks by its employees is extremely important as human behaviours translate into effectiveness of an organization or, on contrary its ineffectiveness. The fortune of an organization depends on how people are organized and how they relate to one another, to clients and customers, and to other associated people. The behaviour of people in an organization contributes to the ability of that organization to achieve its ends and the management of success often begins with the successful management of organizational behaviour.

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