



CHANGING ORGANIZATIONAL BEHAVIOR THROUGH HIS DIMENSIONS

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Abstract. *Organizational behavior is the study of the behavior of individuals in organizations, which involves the understanding, prediction and control of human behavior, models and structures, with the aim of improving the environment, performance and efficiency of the organization. It follows from this that, in order to examine organizational behavior, its dimensions must be analyzed, namely, what is the role of the individual in the organization, to what extent does group behavior influence organizational behavior, how does the structure and culture of the organization shape organizational behavior and what influence does it have the company's environment on this behavior.*

Therefore, the administrative framework must guide the behavior of the staff in such a way as to achieve the organization's objectives. For this purpose, it is necessary to involve people with the necessary qualities, gathered in cohesive groups, in order to achieve concrete tasks of the organization and to form the appropriate work environment that maintains these qualities.

Key words: *communication, innovation, technologies, success, economics, strategy, organization, service, goods, processes.*

Introduction

Organizational behavior is the study of the behavior of individuals in the organizations, which involves understanding, predicting and controlling human behavior, patterns and structures, in order to improve the organization's environment, performance and efficiency. It follows that in order to examine organizational behavior, it must be analyzed its dimensions, namely, what is the role of the **individual in the organization**, to what extent **group behavior** influences the organizational, how the structure and culture of the **organization** shape organizational behavior and what influence has the business environment on this behavior.

Main text.

Regarding the role of the **individual in the organization**, it is certain that just as an organization is a set of individuals who interact with each other and, in parallel, face different organizational phenomena, so does *individual behavior* as a result of interaction between person and various factors. the environment it encounters. In this way, the more diverse the personality of the individual and the more factors they interact with, the more varied are the behaviors of the employees of the organization. The statement makes visible the connection between personality and behavior: *personality* conditions the coherence of behavior in a person in various situations. Or, a behavior, at a given moment, is a unique combination of *personality features* and *environmental requirements*. In this way, it is important for managers to study and understand the personality of an individual, because in this way, they will understand the whole process of organizational behavior.

How personality determines the diversity of an individual's behavior stems from a number of factors that make it up, such as size, characteristics, „raw materials”, etc.

Among *the dimensions* of personality, which can be found regardless of the



culture to which individuals belong, are: *extraversion* or the degree to which someone has a sociable behavior as opposed to someone who denotes a shy behavior; *the degree of approval* or the extent to which a person demonstrates friendly and approachable behavior; *conscientiousness* or the degree to which a person behaves responsibly, oriented towards achievements; *emotional stability* or the extent to which a person maintains their behavior at the appropriate level of emotional control; *openness to the new* or the extent to which a person has a behavior guided by flexible thinking and receptivity to new ideas. Thus, varying degrees of personality size predict employee behavior and job performance. For example, *conscientiousness* and *emotional stability* predict the criteria for work-oriented behavior for all occupations; *extraversion* is a predictor of successful management behavior, and *openness to the new* predicts success in a variety of employee behavior training programs [2, p. 130].

Personality-specific *characteristics*, such as the *location of control*, *self-efficacy*, and *creativity*, directly influence behavior, namely:

- *the location of control* determines the degree to which individuals consider their behavior to be the one that influences what happens to them. From this point of view, there are: individuals with *internal localization of control (internists)*, who believe that the way they behave is under their control and the success that lies in this behavior is only their merit; individuals with *external localization of control (externalists)* are those who have the certainty that their behavior is influenced by the situations in which they find themselves, that it is influenced by external forces, which do not depend on them;
- self-efficacy refers to personal beliefs about one's own skills and abilities, to a person's belief in his or her ability to engage in such behavior, which will help him or her successfully complete a task. The managerial implications in self-efficacy refer to its connection with the evaluation of performances, with the establishment of objectives, with the use of incentives. In this way, managers can use this personality trait in changing employees behaviors through training and preparation processes, especially when appointments to management positions are planned;
- creativity is a personality trait that involves the ability to produce new, useful ideas, ie it produces innovation. The managerial implications for subordinates' creativity are that employees are given the opportunity and freedom to think in unconventional ways. An effective way, in this sense, is the technique of encouraging behavior, taking risks in case of failure or mistakes, according to the principle: „*learn from mistakes*”.

The „raw materials” of personality also participate in changing behavior: *temperament, intelligence, skills and abilities*:

- *temperament* represents the dynamic side of behavior, being an inborn characteristic. The following types of temperaments are known: *sanguine, phlegmatic, choleric, melancholic*. It is important for managers to recognize the temperament of their employees when appointing them to a position, or assigning appropriate tasks to people with the right kind of temperament;
- *intelligence* is a general ability to solve theoretical and practical problems. It is also a capacity, being both a form and an attribute of mental and behavioral



organization. Intelligence directly influences job performance, so managers should apply intelligence-enhancing techniques to get employees to perform the required behavioral pattern;

- *skills* are a person's ability to learn something, and skills reflect that person's *ability* to perform various tasks required by a job and include relevant knowledge and skills. Since aptitude represents ability, and ability represents aptitude, we can say that aptitudes are potential abilities, and abilities are knowledge and skills that the individual already possesses. Knowing the skills and abilities of an employee is important in order to understand and predict his future behavior, especially in situations of solving problems related to obtaining performance [1, p.92-94].

In order to explain the connection between *the group* and *its behavior*, it is necessary to choose a definition of the group that includes both the *objective dimension*, referring to the real attributes of the group, such as its *characteristics, processes (phenomena)* within it, and the *subjective dimension*, which includes *group consciousness* [5]. This is necessary because it is through these two dimensions that managers act to influence the group's behavior towards achieving performance.

A group is said to possess *consciousness* when the people of which it is made interact interact, are psychologically aware of their mutual connection, and perceive themselves as a group [1, p. 122]. Or, when the consciousness of the group is uniform, then its behavior is uniform, all members acting in unison according to the principle: „*One for all and all for one*”.

Therefore, the existence of the group is based on relationships that bind members, hold them together. Relationships can be: physical, mental, social, cultural, but those of a social and cultural nature make up the socio-cultural and educational environment for the development of group individuals, for the development of normalization and standardization processes, contributing to the distribution of power, statutes and roles. That is, it determines the behavior of the group members. As a result, they do not conform to a logical reasoning, but act by virtue of the desire to recognize themselves as members of the group they want to defend, obtaining, in turn, protection from him.

Scientists classify groups from several points of view, but the ones most sensitive to behavioral changes are those formed according to the official status granted to the group:

- *formal*, where there is an organization chart, precise, written rules of operation. The behavior of this group is also formal, according to organizational constraints;
- *informal*, where laws are unwritten. The behavior of this group is influenced by the values and beliefs that unite its members.

The evolution of the group is similar to the life of a human being, so the ways of influencing group group behavior are similar, in many ways, to those of influencing of individual behavior:

- *The training stage* is characterized by dependence on other entities: group members behave formally, reservedly. At this stage it is important to apply



techniques that stimulate group cohesion, to form and consolidate a certain behavior;

- *The stage of the storm* takes place during adolescence and demonstrates rebellion: the members get to know each other, after which the fight for occupying group positions begins. It is often a stage of interpersonal conflict and high competitiveness. If well managed, the group becomes an effective team, otherwise the group breaks up and tensions persist. At this stage, techniques and methods for consolidating training behavior through conflict regulation and stress management are needed;
- *The stage of establishing the norms* coincides with that of the youth and is determined by the accentuation of the self-confidence. The behavior of the group members is more and more oriented towards the accomplishment of the tasks, the signs of the behaviors of cooperation and attention towards the others appear, rules of the behavior of social interaction are established. During this period, the methods and techniques of encouraging and maintaining performance-leading behavior, such as career planning and development, play an important role;
- *The stage of performance*, of maturity is dedicated to creative work and obtaining performances. If the previous stages have been successfully completed, the structures and procedures are clearly established, the social and task aspects are clarified. Group members demonstrate behaviors that show mutual trust and support. The stage involves choosing the factors that support the existing behavior, through appropriate motivations and reward programs as appropriate;
- *The stage of decline* is associated with pathologies related to the impossibility of growth, the disappearance of pregnancy or the disintegration of the formation in order to reform it in new circumstances. During this period of evolution of the group, it is necessary to reorganize and rectify the behavior in order to obtain the one required by the new circumstances, for example, through training and reform programs for employees or through assistance and social support programs [4, p.129].

The structural approaches of the groups result from the fact that it is characterized by stability, duration, history, system of rules, that is, by an integrative internal organization:

- a certain configuration of the formal and informal positions and functions of the group members forms the *role structure* of the group. The group role provides a behavior appropriate to the situations and the achievement of group and organizational objectives;
- certain lines of interpersonal communication form its *communication structure*. The communication structure helps to form, maintain and modify, if necessary, the behavior of each individual member and the group;
- a certain configuration of interpersonal perceptions forms the *cognitive structure* of the group. Cognitive structure participates in the direction of group behavior, as a whole, depending on organizational changes;



- a certain specialization of tasks forms the *occupational structure* of the group. Occupational structure consolidates the behavior, sometimes developing it;
- a certain arrangement of the way in which decisions are made, forms the *power structure* of the group. The power of the group in individual, group and organizational decision-making;
- a certain distribution of the sympathetic relations constitutes the *affinity structure* or the *sociometric structure* of the group. The sociometric techniques of the groups are based on the observation of the preferential choices that individuals make among themselves. The behavior of a group is all the more uniform as there are more mutual choices between the individuals that make it up;
- a system of means by which individuals can move from one position to another in the group constitutes the *locomotor structure* of the group. The locomotor structure must demonstrate flexible, easy-to-change behavior of individuals and the group in general [3, pp.171-204].

As a coherent social entity, the organization reproduces recurring behaviors at the group level. Reference is made to *group cohesion*, which is a factor that depends on the compatibility that exists between the objectives of the group and the objectives of each participant. In a cohesive group, the interaction between members will be greater: they will adopt a mutually helpful behavior, so the level of achievement of the group's goals will be higher, members will get a higher level of satisfaction and energy, a higher level of morale. and behavioral problems will be reduced, respectively.

The dynamics of the group presuppose the determination, through observation and experimentation, of the forces that participate in the functioning of the system, of the way in which they are conjugated, of the laws that govern their manifestation.

The term „group dynamics” is a generic term, which encompasses activities that are profoundly different from each other, such as: *conducting meetings, teamwork, creative expression in the group, personal development in and through the group, training in communication, awareness of interpersonal relationships* etc.

From the perspective of dynamics, the group is seen as an organism, a set of interdependent people, which behaves as *a system of positive and negative tensions*.

For the manager, it is important to be aware of these aspects, because, from this perspective, leading a group involves adopting oneself and imposing on others an appropriate behavior to regulate the states of tension that arise in the group and restore a form of balance.

Therefore, individuals influence the behavior of the group to which they belong, and the behavior of a particular individual is influenced by the attitudes, values, and behaviors of other members of the group. At the same time, the group influences not only the behavior of the individuals that make it up, but also the behavior of other existing groups and even that of the organization as a whole. This is why studying groups and group behaviors helps to understand organizational behavior.

The **organization** dimension includes the study of the relationship between the organization and the environment and its dimensions, such as the *structure of the*



organization, the *organizational culture* and the connection between them and the behavior of individuals in the organization.

The structure of the organization contains all its formal and tangible characteristics. The connection between the organizational structures and the behaviors detected in it results from the classification of the organizations according to these structures:

- *Mechanics*: structures with a large number of hierarchical levels, relatively small number of direct subordinates to a manager, narrow specialization of operators, formalization and high degree of centralization in decision making. In such structures, communication is predominantly top-down, and authority is based on formal position. All this leads to a rigid organization. The feeling of belonging to the organization is not emotionally founded and, because the management of the technological process is based on execution in accordance with the rules (using control, practicing, to a large extent, penalties), employee behavior is imposed, stereotyped and rigid, stipulated by the normative code, disregarding the employee's personality. Such behavior, although disciplined, carries the danger of automatism and alienation of personality.
- *Organic*: structure at the opposite pole. They are characterized by a small number of hierarchical levels and a large number of direct subordinates for a manager; through reduced, decentralized specialization and formalization, and the authority is based, to a large extent, on the competence of the management staff. Multiplication of interactions between members of the organization is done both horizontally and vertically - from top to bottom and from bottom to top. Communication in these structures is informal, and the decentralization of the decision leads to a more flexible organization. The feeling of belonging to the organization is emotionally founded, because employees are required in terms of personal parameters (ability, sociability, temperament, etc.). Constraints are mitigated as much as possible, so the behavior is flexible because it is motivated, taking into account the needs, beliefs and aspirations of the employee.

Another dimension of organizations is culture, which encompasses the traditions, values, beliefs, and established routines of an organization and brings its aspects together in a collective system of symbolic meanings. Culture exerts a considerable influence on the behavior of managers and staff through the degree of their adherence to the values and objectives of the organization and explains the differences in productivity. The stronger the employee adherence, the more uniform their behavior is and the more ambitious the organization's goals are. From here, the essential function of culture is outlined, which consists in shaping behavior.

For any organization, knowledge and analysis of the *environment* is the starting point for identifying opportunities and threats that may lead to its development or bankruptcy. As a result, it is necessary to know the content and requirements of the environment, the quantitative and qualitative changes that occur in its sphere and even anticipate the evolution of the environment so that the entire organization, groups and individuals working in it have the opportunity to adapt their behavior to its possible changes.



Adaptation of the behavior of individuals, groups and the organizational environment is influenced by the *external and internal environment* of the enterprise:

- *The external environment* of the organization is determined by the fact that it has a competitive and dynamic character. As the external environment is composed of all factors outside the organization, which influence the course of events within it, including the modeling of the behavior of individuals and groups, the impact of this environment on behavior occurs by issuing/breaking laws, by changing/modifying strategies, by increasing decreasing the customers interest in the organization's products and services;
- *The internal environment* acts on the behavior through all the activities that take place in the organization, through the relations between its departments, in other words, through all the situation factors inside the organization: objectives, structure, tasks, technology, staff.

Summary and conclusions

Therefore, the administrative framework must guide the behavior of the staff in such a way as to achieve the objectives of the organization. To this end, it is necessary to involve *people with the necessary qualities*, gathered in *cohesive groups*, in order to *accomplish concrete tasks of the organization* and to *form the appropriate working environment* to maintain these qualities.

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