

**DOI:** <https://doi.org/10.53486/cike2022.10>

**CZU:** 005.32:005.95

## **SOME FACTORS OF ORGANIZATIONAL BEHAVIOR IN THE FORMATION OF BIDIRECTIONAL RELATIONS**

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***Abstract.** People need to understand, anticipate, and influence the behavior of others in the workplace. Employees want to understand why certain events occur, what to expect in the future, in order to activate as efficiently as possible and benefit from the best results. The field of organizational behavior provides a scientific basis, which helps to improve anticipation of events in organizations under certain conditions. Identifying and explaining these events is more complex, because employee decisions and actions are driven by a multitude of factors and therefore require a specific response. Or, to the extent that a behavior can be explained and anticipated, it can also be influenced.*

*If we enumerate and analyze the factors of organizational behavior, we will start from the idea that in the work process takes place the interaction between people, between organizational and technological structures, the elements being influenced by the external environment, and they, in turn, influence this. medium. Therefore, human nature, the nature of the organization, technology, the external environment are the factors that determine organizational behavior.*

*We note, therefore, that organizational behavior means the study of human behavior, attitudes, and performance in the organizational environment. The study is based on the theory, methods and principles of disciplines such as psychology, sociology, cultural anthropology, etc. with which information is accumulated about individual perceptions, values, learning abilities and actions while working in groups and throughout the organization. Organizational behavior analyzes the effects of the external environment on the organization and its human resources, missions, objectives and strategies.*

**Keywords:** factor, behavior, organization, relationships, technology, environment

**JEL CLASSIFICATION:** M10

People need to understand, anticipate, and influence the behavior of others in the workplace. Employees want to understand why certain events occur, what to expect in the future, in order to activate as efficiently as possible and benefit from the best results. The field of organizational behavior provides a scientific basis, which helps to improve anticipation of events in organizations under certain conditions. Identifying and explaining these events is more complex, because employee decisions and actions are driven by a multitude of factors and therefore require a specific response. Or, to the extent that a behavior can be explained and anticipated, it can also be influenced.

The concepts of organizational behavior explain not only the behavior of managers in organizations, but are important for all their members.

According to the studies of psychologists, the individual cannot be changed, but it is possible to change his behavior in order to obtain performance. That is why the issue of organizational behavior was formulated and discussed.

If we enumerate and analyze the factors of organizational behavior, we will start from the idea that in the work process takes place the interaction between people, between organizational and technological structures, the elements being influenced by the external environment, and they,

in turn, influence this. medium. Therefore, *human nature, the nature of the organization, technology, the external environment* are the factors that determine organizational behavior. Let's approach them as follows:

**1. Human nature is** identified by: *personality integrity, motivated behavior, orientation towards participation, personality value.*

With regard to *the integrity of the personality*, it should be mentioned that it is through experience and knowledge that professional qualities are formed. Or, personal life is related to organizational life, ie the work process. Employees need to feel comfortable both morally and physically. In this regard, the management of the organization needs not only qualified employees, but also personalities, because the employees are members not only of the organization in which they operate, but also of the community. For this reason, the development of the personality affects not only the work, but also the activity of the employee outside the organization.

Regarding *motivated behavior*, a postulate of psychology states that human behavioral actions are formed under the influence of certain factors related to the needs of the individual. So, the manager, by certain methods, proves to the employee that certain actions of his will lead to the satisfaction of the needs of the individual. Another way of motivating would be the risk of lowering the level of satisfaction of needs in case the subordinate performs actions considered by the manager to be incorrect. In other words, employee motivation is a mandatory attribute of all organizations.

*The orientation towards participation* presupposes, in fact, the involvement of employers in organizational activities. Many employees want to contribute to the success of the organization by applying its ideas and capabilities. In this regard, organizations must create conditions for the achievement of these employees.

*The value of personality.* Every employee wants a careful attitude from the management of the organization, wants to appreciate the skills and professional qualification of each individual.

**2. The nature of the organization,** in turn, develops through: *social systems, common interests, ethical principles.*

*Social systems.* The organization is a social system, therefore, human behavior is formed both under the influence of individual desires and the desires of the group, of which he is a member.

In terms of *common interests*, any organization formulates certain social goals. In this regard, managers need employees to achieve these goals, and employees, in turn, need organization to achieve their personal goals.

According to the *ethical principles*, the organization must carry out its activity based on the observance of certain ethical principles, because more and more organizations are aware of this need, they develop various programs called to ensure high ethical standards for both managers and non-managerial staff ethics, stimulating employees for ethical behavior, establishing procedures for verifying compliance with ethical principles). In this way, the ethical principles are based on any action, and the ethical aspect of the goals and actions of the organization serves as a premise for the system of triple stimulation: the achievement of individual, organizational and social goals. In turn, group work leads to an increase in the level of satisfaction of individuals, because they have the opportunity to develop professionally, to grow, to appreciate their contribution to

achieving common goals. At the same time, the efficiency of the organization increases (the quality of the production increases, the expenses decrease).

**3. The technical and technological** factor influences the relations in the work process. For example, work at the conveyor is different from that of a research laboratory, and the responsibilities of a university lecturer differ from those of a nurse.

**4. The internal/external** environment of the organization influences the managerial activities.

Thus, it is expected to achieve several organizational goals:

\* *Anticipating organizational behavior.* For any manager, regardless of the hierarchical level, it is important *to predict* the behavior of individuals, namely: how employees will receive the introduction of a change (s); are or are not employees able to go through a period of austerity without major consequences; are or are not able, members of an organization, to make ethical decisions, etc.

Or, a correct conduct of anticipation of the organizational behavior allows the improvement of the anticipation of the events in the organizational space.

\**Explaining the causes of organizational behavior.* The ability to anticipate organizational behavior does not guarantee the development of an appropriate strategy to control it. In this sense, it is necessary to explain the causes of the manifestation of a certain organizational behavior.

\* *Implement techniques that facilitate control over human actions.* Although modern society is based on the concept of individual freedom, behavioral control is viewed by managers as a valuable tool provided by organizational behavior in achieving efficiency.

\* *Determination of the methodological tools.* The right tools help to identify the manifestation of different attitudes and behaviors, the causes of: motivating and demotivating employees; triggering conflicts; confronting the organization with an exaggerated staff turnover etc.

Achieving the predetermined organizational goals involves developing the *system of organizational behavior*, the main task of which is *to identify the main factors (philosophy, mission, goals)* that influence the achievement of goals and create the conditions for their effective management. The final results are appreciated according to three criteria: *indicators of the organization's activity; the level of employee satisfaction; individual development and growth (accumulation of new knowledge and qualification).*

Thus, the elements of organizational behavior system are:

a) *philosophy of organizational behavior* (includes a number of general beliefs of managers regarding the activity and tasks of the organization);

b) *the mission of organizational behavior* (determines the type of activity, the market and market segments, including a small list of competitive advantages);

c) *the goals of organizational behavior* (indicates how the activity of organization is carried out).

When an effective organizational behavioral system ensures the achievement of a high level of staff motivation, which, in combination with the qualification and capabilities of employees,

leads to the achievement of organizational goals, two-way relationships are formed: managers and employees influence each other to achieve the desired benefit.

We note, therefore, that *organizational behavior means the study of human behavior, attitudes, and performance in the organizational environment. The study is based on the theory, methods and principles of disciplines such as psychology, sociology, cultural anthropology, etc. with which information is accumulated about individual perceptions, values, learning abilities and actions while working in groups and throughout the organization. Organizational behavior analyzes the effects of the external environment on the organization and its human resources, missions, objectives and strategies.*

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