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WORKPLACE BEHAVIOR AND COMMITMENT TO THE ORGANIZATION

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Abstract: *Workplace behavior is a scheme of actions for members of an organization that directly or indirectly affects its effectiveness. Part of the important workplace behaviors are work behavior and productivity, absence, substitution of workers, and organizational fervor. However, dysfunctional behaviors may occur in the organizational environment. Work behavior is the sum of all behaviors associated with the work the organization expects from the individual. That is why they originate from the psychological agreement. For some jobs, work behavior can be more precisely defined and easy to measure.*

Commitment to the organization is a stance that reflects the identification of the individual with the organization and the connection with it. A person who is largely committed to work is likely to be considered a true member of the organization to avoid small sources of dissatisfaction and to see himself as a member of the organization. In contrast, it is likely that someone who feels less committed to the organization will be seen as a stranger in order to express dissatisfaction and not be seen as a further member of the organization.

Keywords: *individual, organization, behavior, character, attitude, perception, stress, creativity*

Introduction

Today, a large number of workers work and, during breaks, realize that their success is measured by how much they work. Carried out by the desire for success and career advancement, the issue of managing the personal behavior of individuals - employees in organizations is highlighted. Also, the influence of the management of personal behavior as a factor for building organizational behavior is of particular importance.

In order to obtain quality knowledge in this field in this paper, we will try to explain the nature of the relationship between an individual and the organization, the significance of the character of the individual and the characteristic of the behavior of the employees, the attitudes of the employees and their perceptions of behavior. We think that by processing this topic we will be more aware of the management of the personal behavior of employees, as they would use it to build organizational behavior in the company as future managers.

Understanding individuals in organizations

When we say an understanding of the individuals in the organization, it is primarily meant to establish a *psychological contract* and to align the personality with the workplace. The *Psychological contract* is the sum of all the expectations of the individual in terms of how he or she will contribute to the organization and what the organization will provide in return. This is a psychological contract that is not written nor discussed separately for the conditions. The psychological contract is similar in many ways to the standard legal contract, but it is

less formal and not so well defined. The basic elements of the psychological contract are contributions and motivations. An individual in various ways contributes to the organization through skills, knowledge, abilities, time, loyalties, and so forth. For the given contributions, the organization returns by providing motives for the individual, such as: material rewards, for example salary or career opportunities, abstract, as security at the workplace and status. So, as an employee contributes to the organization, with the employment itself, the individual thinks he will earn an attractive salary and will have the opportunity to progress, consequently he will expect that those rewards follow him. On the other hand, if one of the parties considers that there is imbalance or inequality in the contract, it can affect for changes. So that, the individual or the employee can ask for a salary increase or promotion, while the organization influences in such a way that it can ask the individual to improve his skills by training, migrating to work or firing.¹

The effective alignment of the personality with the work is an important element in dealing with individual behavior in organizations. The alignment of the personality with the character is the extent to which the individual's contribution is relevant to the motives offered by the organization.

The poor compliance of the employee with the workplace can lead to a number of unwanted consequences, such as dissatisfaction and poor achievement. Of course, such a precise level of perfect compliance between the personality and the workplace is rarely achieved. There are three reasons for this:

1. *Organizational selection procedures are not perfect* - Organizations can assess skill levels of the employees when they make employment decisions and can improve them through training. But even the simple dimensions of achievement are difficult to quantify objectively and validly.

2. *Both people and organizations are changing* - The individual for whom the new work is stimulating and exciting, after a few years can become dull and monotonous.

3. *Every individual is unique* - Measuring skills and achievements is difficult enough. Estimating the needs, attitudes and character is far more complicated. Each of the individual differences makes the process of merging individuals with their workplaces difficult and complicated.²

Types of workplace behavior

Work behavior is the sum of all behaviors associated with the work that the organization expects from the individual. That is why they originate from the psychological contract. For some workplaces, the work behavior can be more precisely defined and easily to measure.

There are the following types of workplace behaviors:

Withdrawal Behavior

This type of behavior is a specific type of work behavior that involves absenteeism and replacement of workers. The occurrence of absence is encountered when the individual does not appear at work. The reason may be legitimate (illness, court decision, death in the family) or fake. When an employee is absent, his work does not end and in its place must hire a replacement. In both cases, it is likely that there will be changes in the quantity and quality of work.

¹ Ricky W. Griffin (2010), "*Principles of Management*", Student Achievement Series, translation from English language, Geneks Kochani, pg.224

² Ricky W. Griffin (2010), "*Principles of Management*", Student Achievement Series, translation from English language, Geneks Kochani, pg.225

The organization often has costs when replacing workers who have given up, but if the replacement involves particularly productive people, then the costs are even bigger. The efforts to effectively manage replacements are often problematic, even in organizations that focus on rewarding high-achieving employees. Of course, the occasional replacement of workers is inevitable, and in some cases it is desirable.

Organizational citizenship

Organizational citizenship is an individual behavior that gives a full positive contribution to the organization. For example, an employee who performs work with good quantity and quality, however, he refuses to work overtime, does not want to help the newcomer and is not interested in contributing in any way to the organization that is outside the assigned tasks. So although a person can be considered as a worker with good achievement, he is not a good organizational subject. Another employee may display a comparable level of organizational belonging. For example, the same employee remains late and is considered as helpful and dedicated to the success of the organization. This worker is likely to be considered as an organizational member although the level of achievement is similar to the first worker.

Dysfunctional Behavior

Dysfunctional behavior is behavior that more and more hinders the organization than it helps. Two of the usual behaviors that are already mentioned are the absence and replacement of workers. Other forms of dysfunctional behavior are theft and sabotage, which can bring large financial costs to the organization. Sexual and racial harassment can also harm the organization, indirectly by reducing the enthusiasm, creating fear and firing valuable employees. Also direct damages through a financial liability if the organization does not respond appropriately.³

Characteristics of the individual in the organizations

The five basic personality traits that are especially important to organizations, which are still called the big five of personality traits, are: agreeableness, *conscientiousness*, *negative emotionality* ("neuroticism"), *extroversion* and *openness*.

Psychologists have identified literally thousands of character traits and dimensions according to which individuals differ from one to another. But lately, the researchers have identified five basic personality traits that are particularly important to the organizations. Because the five traits are so important, they are also called the "The Big Five" of personality traits.

1. People who are high in *agreeableness* tend to be more cooperative with others. Some people are usually kind, cooperative, tolerant, showing understanding and good intent when working with others. Others are often easily irritable, impatient, incompetent and generally antagonistic toward others. These people differ on the dimension of agreeableness. Although the researches has not explored the full effects of the people who are high in agreeableness, it seems likely that those will easily develop working relationships with the colleagues, employees and managers from the higher positions, while those low in this trait do not establish particularly good working relationships. The same scheme can also be used for relationships with the customers, suppliers, and other key constituent elements of the organization.

³ Ricky W. Griffin (2010), "*Principles of Management*", Student Achievement Series, translation from English language, Geneks Kochani, pg.243-244

2. *Conscientiousness* is related to the number of goals on which the individual concentrates. People who focus on only a few goals are likely to be organized, will work systematically, carefully, responsibly and with discipline, while seeking to achieve their goals. On the other hand, people who take a wide range of goals are considered less organized, careless, irresponsible, and insufficiently thorough and disciplined. Studies have shown that the more conscientious people show better results than the less conscientious people when dealing with other different types of work tasks. Of course, the scheme seems logical because the more conscientious people will take the work seriously and perform it with great responsibility.

3. The third trait are the negative emotions (“neuroticism”). People with less negative emotions are relatively balanced, calm, durable and confident. But people with more negative emotions are more irritable, unreliable, reckless and often change mood. Those who are not so negative are expected to better cope with the stress from work pressure and tension. Stability can help them make the impression, that they are more trustworthy than colleagues who are less stable.

4. *Extroversion* reflects the level of comfort in the relationships. Extroverts are sociable, talkative, intrusive and open to new relationships, while introverts are less friendly, more reserved, less talkative, and less frequently imposed, and are more reserved for realizing new relationships. According to the research, extroverts are usually better executors of the work than introverts and are more often attracted by work based on personal relationships like sales and marketing workplaces.

5. *Openness* reflects the rigor of attitudes and the domain of the interests of the individual. People with high levels of openness want to hear new ideas and to change their ideas, beliefs and attitudes as a result of new information. Also, they often have a broad range of interests and are more curious, imaginative and creative. On the other hand, people low in this trait are less receptive to new ideas and rarely change their minds. It is also common to have fewer and more limited interests, and not to be so curious and creative. The willingness of the individual to accept changes can also depend on the openness.⁴

Another interesting approach to understanding individuals in organizations is the Myers-Briggs framework. In this framework, based on Karl Jung's classical work, classifies people according to four general preferences. These preferences are defined by the following criteria:

1. Extroversion (E) versus introversion (I). Extroverts receive energy when they are among people, while introverts are tired of people and it takes time for themselves to recover their energy.

2. Sensation (S) versus (I) Intuition. Types that characterize the senses prefer tangible things, while those that are more intuitive prefer abstract concepts.

3. Thinking (T) versus Feeling (F). Thinking types base their decisions more on logic and reason, while those who characterize the process of feeling, base their decisions on feelings and emotions.

4. Judging (J) versus Perceiving (S). Judging types enjoy in endings, while perceptive types enjoy processes and unfinished situations.

In order to be able to use the frame, people must fill out a questionnaire designed to assess the character for each preference. Higher or lower results for each of the preferences are used to classify people in one of the sixteen personality types.⁵

⁴ Ricky W. Griffin (2010), “*Principles of Management*”, Student Achievement Series, translation from English language, Geneks Kochani, pg.227

⁵ Ricky W. Griffin (2010), “*Principles of Management*”, Student Achievement Series, translation from English language, Geneks Kochani, pg.228

Empirical research

In this research, the main goal was to see how the appropriate behavior in the workplace is applied and what is the commitment to the organization.

The main hypothesis of the empirical research was based on the claim that *when applying appropriate behavior in the workplace and commitment to the organization it contributes to achieve higher business results and to raise the image of the organization.*

Empirical research was carried out through a *survey* in organizational entities in Prilep and Bitola, and 111 employees were surveyed, out of which 32 managers and 79 employees.

Thus, out of the total number of surveyed persons, 29% were managers, and 71% were employees in different positions.

First, it was briefly explained to the respondents how it would be the appropriate workplace behavior and the commitment to the organization.

Then the questionnaires were distributed to them with three different questions with three possible answers: *yes, no and no answer.*

For the visibility of the answers to the questions, the same will be shown in tables and in graphics.

The first question was: Do managers behave appropriately in the workplace and do they show great commitment to the organization?

Table... Tabular presentation of the data on the first question

<i>Questions</i>	<i>Offered answers</i>	<i>Answers</i>			
		<i>Managers</i>		<i>Employees</i>	
		Value	%	Value	%
1. Do managers behave appropriately in the workplace and do they show great commitment to the organization?	Yes	27	84	52	66
	No	1	3	11	14
	No answer	4	13	16	20
	Total	32	100	79	100

According to the processing of the questions and the calculated value of the X^2 -test is: 10,967, and the calculated value of the contingency coefficient is 0,228. Or:

$$X^2 = 10,967 > X^2_{0,5} = 5,991$$

$$C=0,228$$

The results obtained with the X^2 - test and the contingency coefficient show that the answers of the managers and the employees are not the same.

The higher calculated value for the X^2 - test, which is greater than the table value, means that the answers of the surveyed managers and employees do not correspond, and the contingency coefficient with a value of 0.228 indicates a poor correlation between the answers.

This means that employees do not share their opinions with the managers, or, they do not consider that managers behave appropriately in the workplace and do not consider that they show great commitment to the organization.

In addition, a graphical representation of the answers is shown:

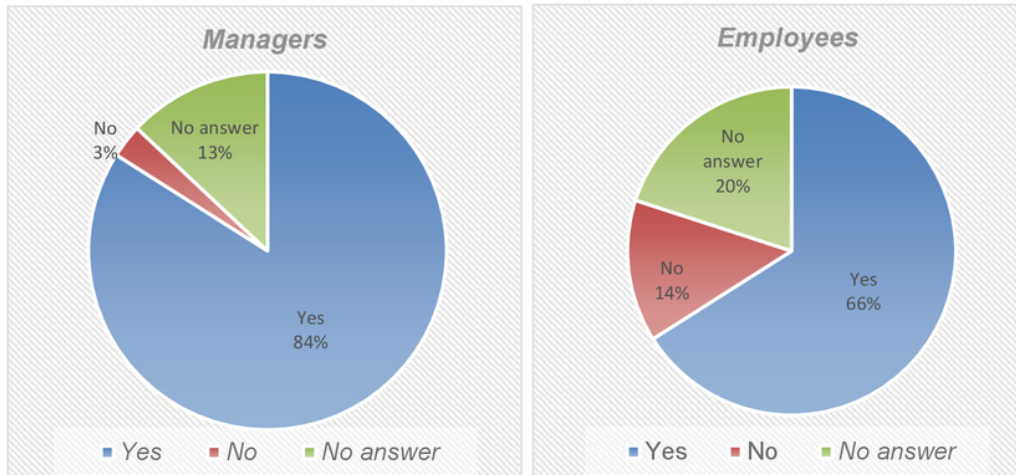


Figure 1. Graphical representation of the data on the first question

The results show that, regardless of the fact that most of the managers - 84% think that they behave appropriately in the workplace and that they show great commitment to the organization, the answers of the staff show that a smaller percentage of them agree with this statement.

The second question was: Do employees behave appropriately in the workplace and do they show great commitment to the organization?

Table 2. Tabular presentation of the data on the second question

Questions	Offered answers	Answers			
		Managers		Employees	
		Value	%	Value	%
2. Do employees behave appropriately in the workplace and do they show great commitment to the organization?	Yes	17	53	54	68
	No	6	19	7	9
	No answer	9	28	18	23
	Total	32	100	81	100

And here the calculated value of the X^2 - test is: 6,011, and the calculated value of the contiguity coefficient is 0,171.

Or:

$$X^2 = 6,011 > X^2_{0,5} = 5,991$$

$$C = 0,171$$

According to the absolute percentages of the statements of the respondents as well as the results obtained from the calculation of the values of the X^2 - test and the contingency coefficient, it is concluded that the answers of the managers and the staff, although similar, are not completely identical. Because the calculated value for the X^2 - test is greater than the table value, it can be seen that the answers of the surveyed managers and employees, although they are completely inadequate, and the contingency coefficient with a value of 0.171, means a weak correlation between the answers. This means that the managers do not

fully share their opinion with the employees, so it is seen that managers think that employees do not behave appropriately in the workplace and do not consider that they show great commitment to the organization.

In addition, a graphical representation of the answers is shown:

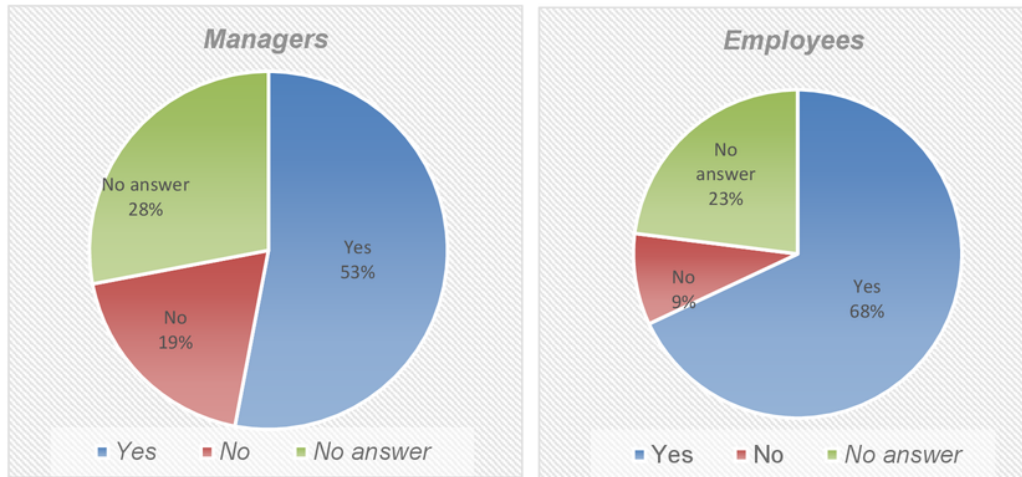


Figure 2. Graphical representation of the data on the second question

The results show that even with this question, the answers of the managers and the employees do not correspond.

So the answers and the calculations made on the first two questions show that the answers do not correspond and that the hypothesis which was: *when applying appropriate behavior in the workplace and commitment to the organization it contributes to achieve higher business results and to raise the image of the organization*, was not confirmed. Therefore training for both managers and employees is needed in order to apply the appropriate behavior in the workplace and the commitment to the organization.

In that respect, the next third question was set and that was: Do you think that the success of the organization's work requires appropriate behavior of all employees and a great commitment to the operation.

Table 3. Tabular presentation of the data on the third question

Questions	Offered answers	Answers			
		Managers		Employees	
		Value	%	Value	%
3. Do you think that the success of the organization's work requires appropriate behavior of all employees and a great commitment to the operation.	Yes	31	97	71	90
	No	0	0	1	1
	No answer	1	3	7	9
	Total	32	100	79	100

According to the processing of the questions and the calculated value of the X^2 -test is: 4.273, and the calculated value of the contingency coefficient is 0.145. Or:

$$X^2 = 4,273 < X^2_{0,5} = 5,991$$

$$C=0,145$$

The results obtained with the X^2 - test and the contingency coefficient, show that the managers and the employees have almost the same answers. The calculated value of the X^2 -test that is lower than the table value, indicates that the answers of the surveyed managers and employees correspond to a certain extent, and the contingency coefficient with a value of 0.145 means a weak correlation between the answers.

This means that the managers and the employees share almost the same opinion that appropriate behavior and commitment to work are required.

In addition, a graphical representation of the answers is shown:

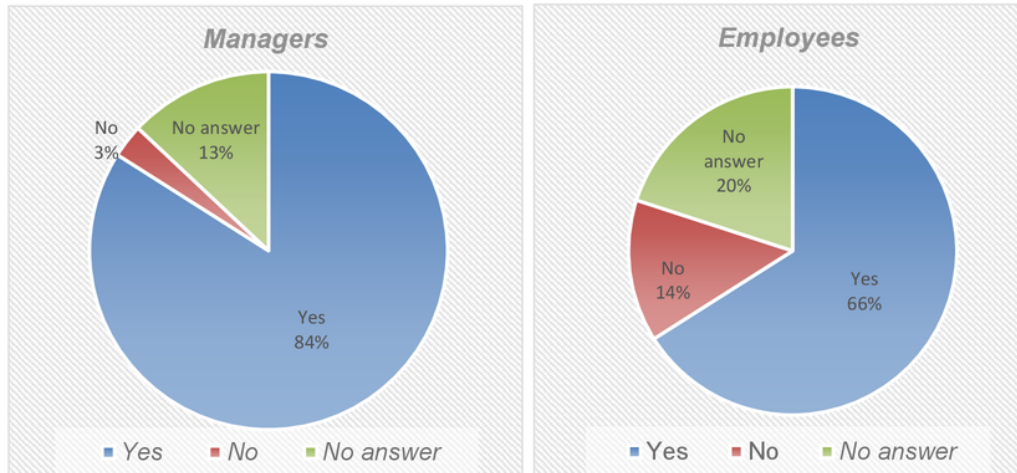


Figure 3. Graphical representation of the data on the third question

The results show that both managers and employees consider that an appropriate behavior in the workplace and a great commitment to the organization from all employees are needed.

Conclusion

For the efficient functioning of an organization, account must be taken of the details that make job satisfaction either in the case of higher-level employees or those at the bottom of the organizational hierarchy.

Care must be taken to indicate potential problems and correct errors, especially through communication.

In fact, through communication, it can prevent endangering the working atmosphere and facing problems of a different kind about the organization.

Only by reading the needs of the employees and the ability of the leader in the organization to motivate and direct the employees, only then the working climate will give the green light for undertaking the projects that are in the organization's preliminary plan.

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