

# Conceptual Approaches Towards Personnel Behaviour Management of Ukrainian Industrial Enterprise

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## ABSTRACT

In the article the light is thrown on the main conceptual approaches towards personnel behaviour management which reflect the system of theoretical and methodological bases for discovering the fundamental nature of behavioral aspects of the enterprise personnel and organizational and methodical approaches towards the formation of the mechanism of personnel behaviour management.

The understanding of the essence of personnel behaviour in the context of management and socio-psychological approaches is suggested.

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## 1. Introduction

Qualitative changes of the new millennium require new view on the system of personnel management. Historically, the management theories changed, and they defined the role and the status of a person at enterprise differently. While scientists were forming and theoretically justifying their own view on the model of a person in organization, managers were making practice of their tool sets for influence on a person for the purpose of economic benefit, forgetting that person's behaviour is the synthesis of a lot of different by nature factors and structures. Thus, superficial view on the depth of philosophy of personnel behaviour management and the lack of appropriate practice of domestic managers considerably hinder the process of search for effective management mechanisms directed to personnel behaviour.

### 1.1 The Analysis of Recent Researches and Published

Analysis demonstrates the topicality of problems related to personnel behaviour management, which is being considered today in the wide range of economic, socio-psychological and philosophic aspects.

From the viewpoint of a lot of researchers, it is reasonable to study the personnel behaviour in the framework of enterprise development strategy. The very constituent is represented in the works of domestic and foreign scientists (Ansoff, 2007; Naumov, 1988). The other researchers look at the personnel behaviour through the prism of organizational behaviour (Kochetkova, 2003) or organizational culture (Schein, 2010). Moreover, the very problem was researched by the foreign scientists in transnational and international companies, which have appreciable cross-cultural differences, and these inevitably influence the behaviour. The works that elucidate sociological and psychological aspects of behaviour are also worth noticing. Significant contribution into elaboration of theoretical and applied bases for personnel behaviour management was made by Ukrainian scholars, in particular, (Doronina, 2008). Gender peculiarities of personnel behaviour and theoretical grounds, methodical and organizational support of personnel behaviour management are emphasized (Doronina, 2008), the approaches towards evaluation of personnel behaviour are suggested (Doronin, 2008), the personnel management techniques in the framework of formation of the organizational behaviour are researched in their works. (Likholobov, 2011)

Despite the extensive elucidation of the given problems in various frames, the conception of personnel behaviour management which would integrate all lines of research and systematically reflect theoretical and methodological views on understanding the essence, content, aims, principles and mechanisms of personnel behaviour management is still missing.

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### 1.2 Aim and objectives

The aim of the article is to throw light on the main conceptual approaches towards personnel behaviour management at the enterprise.

## 2. Base Material

Nowadays the personnel behaviour management, as a new research area and the sphere of activity of modern management, is being developed within the framework of socio – cultural paradigm of management (Pylypenko, 2005). Owing to cultural view on organization (enterprise) it is possible to understand the essence of person’s behaviour and its role not as a mechanical part of management but as an exclusive value, which is able to magnify organization’s success due to its unique features. As scientists say, “the most attractive characteristic of cognitive model of person’s behaviour in organization, based on socio-cultural approach, is the inherency – it’s ability to correspond to certain system of values and norms of behaviour of the social system it is introduced into. Such a feature of the model assists positive perception of the modeled influence mechanism on behaviour by the majority of personnel” (Doronin, 2008, p.17).

We suggest author’s vision of conceptual approaches towards personnel behaviour management of the enterprise, which reflects the system of theoretical and methodological bases for discovering the fundamental nature of personnel behavioral aspects of the enterprise, and organizational and methodical approaches towards the formation of the mechanism of personnel behaviour management. Hence, the conceptual model elucidates general approach towards understanding the essence of all the sides of personnel’s behaviour in general system of enterprise management. The conceptual model, shown at Figure 1, logically combines basic principles, functions, and methods of management and influence mechanisms on personnel’s behaviour.

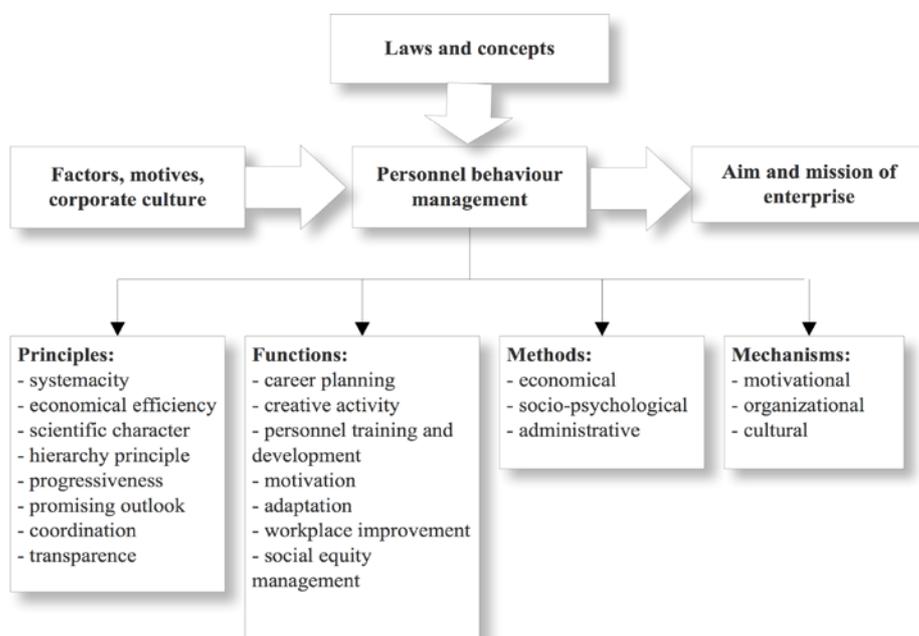


Figure 1. The conceptual model of personnel behaviour management, by Author

As the behaviour of personnel is determined by certain motives and depends on numerous factors of external and internal environment, they are also represented in conceptual model. The process of formation of personnel’s behaviour should correspond to the mission of an enterprise and be directed to attaining the goals of its activities according to the principles of management.

The principles of personnel behaviour management are in tune with general principles of personnel management (Ashyrov, 2001), that’s why we are limited only to the enumeration without interpreting each of them. Among the main ones we distinguish such principles: systemacity, humanism, economical

efficiency, scientific character, transparency, hierarchy principle, progressiveness, promising outlook, coordination. The principles of management by their nature are the tools for transformation of objective laws of the universe in the whole and society in part into the managers' practical activity. If the principles represent the demands of laws and scientific theories, the functions of management show how the implementation of specific action directed to the behaviour of personnel is made possible on the basis of principles. Then, the functions play important role in conceptual model of personnel behaviour management among which we distinguish general (planning, motivation, analyzing, controlling, regulation) and specific that represent specific actions in accordance with the specificity of the object of research. As far as personnel behaviour depends on the qualification level of the personnel to a great extent, it is reasonable to distinguish as part of specific functions those, which contribute to professional advancement, especially career planning, personnel training and development. Specific functions that influence psychological comfort and team spirit at the same time touch upon motivational levers and psychological structure of a person – adaptation, management of conflict, social equity management.

Personnel behaviour management operates classical methods of management, which are quite sufficiently described in scientific and educational literature, especially economic, administrative, socio psychological.

Important constituent in the conception of personnel behaviour management is the mechanism of management which characterizes the real set of tools for the influence on personnel. Taking into account the multidimensionality of the understanding of the notion "mechanism", we consider it expedient to distinguish three of its main kinds: motivational, which represents the motive of behaviour, organizational, which represents instrumental constituent of the influence on behaviour, and culturological, which stands for value orientations that also determine behaviour of a person.

The environment in which it stays determines the personnel behaviour. Business culture reflects business environment of the enterprise workers, and at the same time is the main strategic tool, which is able to draw personnel together for performing the mission and tasks of the enterprise. Considering this, the business culture as a factor of firmness and motivation improvement occupies a prominent place in conceptual model.

It is obvious that appropriate laws of management and theories that constitute methodological basis for research of the personnel's behaviour are the foundation of personnel behaviour management. At the Table 1, suggested theoretico-methodological and applied components of personnel behaviour management, which embrace management laws, concepts and regulatory documents directed to behaviour of the personnel of an enterprise.

Table 1: *Theoretical, methodological and applied components of personnel behaviour management*

<b>Laws of management</b>	<b>Concepts, theories</b>	<b>Regulatory documents</b>
The law of correlation between social structure and structure of abilities	Welfare concept	Regulations for incentive system at an enterprise
The law of correspondence of social roles and social functions	Concept of human being	The Code of Organizational Culture of an enterprise Job descriptions
The law of unity of social and biological. The law of requisite variety. The law of traditions and customs.	Work and life concept	The Code of Organizational Culture Regulations for incentive system
Growth law of demands Law of demand saturation	Concept of social exchange	Quality standards
The law of correspondence of obtained results and reward Law of competition, anticipation	Expectations theory	Regulations for incentive system Contract of the employee
The law of development of human being	Concept of human resources Theory of human relations	Personnel development programme
Law of changing the labour	Theories of managerial style Leadership theories	Adaptation programme Regulations for reserve formation and training Labour contract Regulations for competitive selection in turnover rate
Distribution law of efforts and the law of type of selected behaviour Law of version behaviour	Procedural theory	The Code of Organizational Culture of an enterprise Contract of the employee Job descriptions
The law of labour confidentiality	Concept of justice and tolerance	Collective agreement Nondisclosure obligation Code of organizational culture Ethical Labour code of conduct

Source: Author

All the mechanisms of personnel behaviour management should be based on the laws depicted at Table 1. In addition to that, the laws that represent relation and interdependence of certain phenomena of objective reality also reflect common rules of coexistence and norms of behaviour. Thus, it is quite logically to take a view of those laws that are directly related to human being. The law of human being development, in particular, reflects the objective natural need of human essence to perfect itself, and is inner source of motivation of personnel's behaviour specifically to professional advancement. Any development requires a resource, that's why at the level of enterprise there must be the conception of human resources elaborated which is objectively able to ensure the personnel's development. The concept reflects general philosophy of enterprise development activities, that is the strategic landmark of its development, and the Programme of personnel development and Collective agreement are tactical tools that concretize main principles of the conception. As far as significant place in personnel's behaviour is occupied by material factor, the welfare conception based on laws of correlation between social structure and structure of abilities envisages urgent meeting material needs of personnel. Material constituent, that is a salary, is basic element of behaviour management, and it's level, related to intensification of human activity, and is regulated by the regulations for incentive system at an enterprise.

Taking into consideration the fact that human behaviour is conditioned by psychological structure of a person, the procedure of personnel behaviour management is technically impossible to unify into certain standards. To some extent this is creative process, which requires creativity and knowledge of psychology from managers. Thus, purely management functions should have some other characteristics too in this

process. Table 2 reflects understanding the essence of personnel behaviour management within the framework of socio-psychological and management approaches. These two aspects of management can be differentiated with the aid of suggested criteria: subject matter, the purpose of management influence, it's application, methods of management, basic manifestations, dominant emphasis of management style, basic methods for evaluation. Therefore, according to Table 2, a lot of criteria do not have any special differences in socio-psychological and management approaches. That's why we can affirm that they are complementary.

Table 2: *Understanding the essence of personnel behaviour management within the framework of socio-psychological and management approaches*

<b>Criterion</b>	<b>Management approach</b>	<b>Socio-psychological approach</b>
Subject matter	Personnel behaviour management – a subsystem in general system of management directed to efficient use of human potential through the functions of management	Personnel behaviour management reflects the influence on the individual's psychological structure and his participation in socialization processes
Direction	To professional direction of a person, economic results	To internal structure, interest, needs, abilities of a human being
Management method	Administrative Economic Socio-psychological	Socio-psychological
Basic manifestations	Values, norms, rules of conduct, management style, organizational culture	Values, mental attitudes, motives, social activity, low level of conflictogenity, personal culture, psychological climate
Basic methods of evaluation	Economic-mathematical, sociologic, content analysis	Sociological (polling, questionnaire survey)
Style of management orientation (dominant emphasis)	Orientation towards the task	Orientation towards relations
Management techniques	Formalized	Non-formalized

Source: Author

However, taking into account various aspects of consideration of a human being in economic system, we can see that directions of management and socio-psychological approaches are distinct in target orientation. Within the management approach a human being is regarded as a producer and a consumer of goods, that's why all the tool sets for influence management will envisage achieving good results of work through economic levels. Socio – psychological approach towards personnel behaviour management is oriented towards interests, needs, and internal abilities of a human being, that's why it rather takes into account non-material influence factors. The differences are also observed in the management style. The orientation towards the task is the dominant emphasis in management approach, while socio-psychological approach is more oriented towards relations which ensure harmonious environment, and that prompts to efficient work. The management techniques are also different. Management approach in particular envisages certain regulatory prescriptions that define the norms of labour and leisure, operating schedule, although it is illogically and inexpedient to standardize behaviour of a human being completely, especially in respect to creative specialists. Socio-psychological approach works towards greater freedom, and at the same time does not violate common norms of behaviour in organization. In general, two approaches are combined in practice, since only their unity can ensure the development of the potential of a human being.

### 3. Conclusion

Multiplicity of thoughts of scientists and practitioners concerning the selection of efficient personnel management tool does not reject unanimous recognition of the importance of personnel behaviour factor. That's exactly why over the past few decades, scientists are using the behaviour as the object of research, and managers of all the levels are searching for appropriate tools for influence on personnel's behaviour. The management influence on personnel behaviour is efficient only if an enterprise has its own concept of

personnel behaviour management, which reveals overall picture of personnel development in the framework of development strategy of an enterprise on the whole.

Basic problems of personnel behaviour lie not only in determining it's common factors, but also in mechanisms of influence on personnel that are based on these common factors. Taking this into consideration, further researches are worth turning to the search of efficient mechanism of personnel behaviour management in standard and non-standard situations that are out of the context of behaviour regularities.

Besides, the development of systematic methodology of personnel behaviour management, which would efficiently combine achievements of management, philosophy, psychology and culturology, seems to be promising. In regards for the synthesis of these spheres of scientific knowledge it is possible to achieve synergetic effect in management practice, ensure harmonic relations between enterprise workers and competitive advantages in the market.

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