Introduction

The evaluation of the behavior of employees in the organizations,,General Directorate of Finances", ,,Ciocana Sector Prefect", ,,State Energy Inspectorate", ,,Communal-housing Services" Orhei, "Constantin Negruzzi" High School, S.A. ,,Moldtelecom", S.A."Zorile", S.A. ,,Victoriabank", S.R.L. "Dina Cociug", Joint venture S.A."CBS_AXA" allowed us to ascertain the following:

- on the one hand, that the employees signal a weak notification of the actions taken by the management, with the aim of helping their subordinates to become aware of the causes of certain phenomena within the organizations in which they work. For this reason, it is difficult for employees to plan and achieve their professional goals as effectively as possible and to take advantage of the results.

- on the other hand, managers recognized the reduced involvement in perceiving deviant oscillations in the behavior of their subordinates and determining the causes of these harmful actions, in order to identify and put into practice measures to forecast and/or correct signals of emergence of counterproductive behaviors.

Next, we will reveal how serious the deficiencies are in the activity of coordinating the human efforts of management, with the aim of identifying and elaborating some directions that should serve managers as tools for modeling behaviors corresponding to the requirements and exigencies of organizations and right solutions to prevent and correct behavioral deviations.

The most relevant problems thatorganizations facewith reference to the topic "Organizational Behavior" relate to the variables: management of behavioral diversity, leadership, communication as a factor in shaping behavior, stress, conflict, forms of positive motivation, etc.

1. The analysis of the *,,diversity"* variable found that collective members realize

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[4]**Authors:** *Jorovlea Elvira*

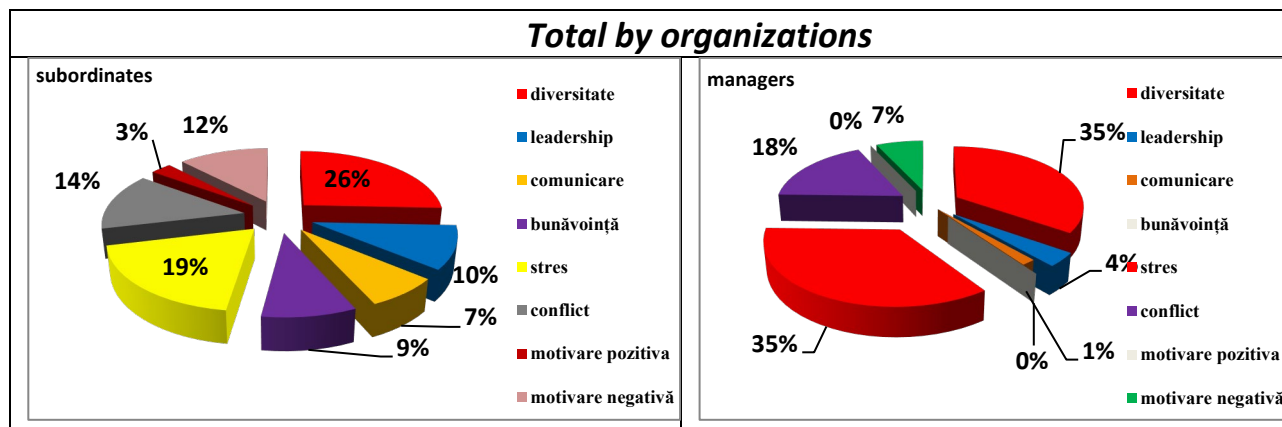the imminence of the action of diversity on their behavior (figure 1).

Fig. 1 - The interaction of organizational behavior influencing variables
Source: Elaborated by the author

At the same time, the results of the survey reveal the fact that there are employees in organizations who approve of the different behaviors of their colleagues. But it remains to be understood what is the position of the other members of the collective and whether or not organizations need to pay attention to „behavioral diversity" in general and to qualify it as a determinant of employee behavior in particular. In this context, I find it relevant that in total in organizations, 63% of subordinates and 47% of managers, on a national level, believe that behavioral diversity is not given the appropriate attention.

In our opinion, the skepticism of employees regarding a positive action of *behavioral diversity* on individual and organizational performances is explained by the fact that in organizations there is not enough action in all directions of diversity management. Respectively, the education of employees in terms of tolerance towards individual differences is insufficient. The survey results confirm our opinion, accordingly:

a) Diversity management through qualitative recruitment, which provides for the hiring of people with appropriate behavior to the organization's requirements, reveals that 81% of junior employees believe that they were hired without taking into account their skills/behavior, and 60% of managers do not consider the behavior subordinates corresponding to the position held (Table 1);

Table 1 - Implementation of diversity management actions

| | Total by organizations | | | | | |
| | Subordinates | | | Managers | | |
	Total agree/ agree	Neutral	Totaldisagree/ disagree	Total agree/ agree	Neutral	Total disagree /disagree
Cultivating organizational culture	9%	24%	67%	6%	29%	65%
Capitalizing on individual attributes	12%	16%	72%	8%	23%	69%
Amplifying creativity and innovative spirit	14%	36%	50%	4%	9%	87%
Changing employee attitudes	12%	26%	62%	22%	1%	76%
The quality of the recruitment process	7%	12%	81%	9%	31%	60%

Source: Elaborated by the author

b) 67% of subordinates disapprove that *the organizational culture* shared by each member corresponds to effective behavior.

Regarding managers' opinions, 65% of respondents deny the idea that the culture cultivated by employees would be relevant to the behavior required by the organization(Table1).

c) Diversity management actions, *valuing the talents, abilities, motivations, commitments of each individual*, are essential for the formation of employee behavior, but the results reveal a little interested attitude of the management of organizations towards the behavior (Table1).

d) A next direction in managing diversity is based on strengthening/learning actions, with the aim of *changing the attitudes and behaviors of employees at work* (Table1).

e) The implications of *amplifying individual creativity and innovative spirit* revealed opposite results: the more these actions are depreciated by managers, the more they are appreciated by subordinates (Table1).

In addition to the fact that the analysis of the responses found deficiencies in the

management of organizational diversity, there is also a significant discrepancy between the opinions of managers and those of subordinates (figure2).
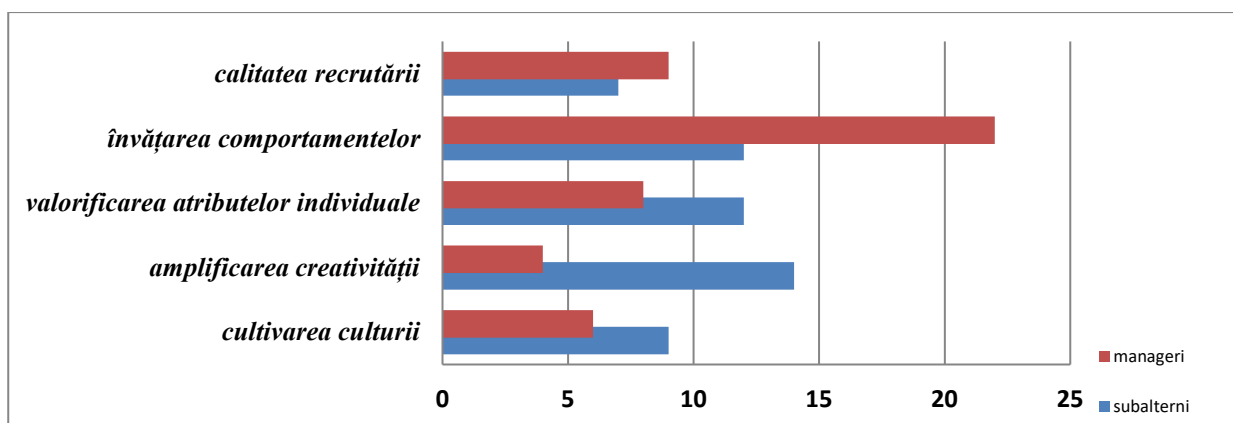

Figure 2 - Implementation of actions for managing behavioral diversity

Source: Elaborated by the author

The cause of the discrepancies between the opinions of managers and subordinates, in our opinion, is that both confuse the essence of the actions taken due to ignorance of them.

So, it seems that the management of organizations is not aware of the fact that *organizational diversity*, influencing to a large extent the behavior of individuals, participates in the formation of the *image of organizations*, which is one of the main values that lead to the successful activity of an economic unit.

2.With regard to the impact of some variables on the behavior of employees, we found that in each of the organizations subject to the survey, slightly emphasized **leadership** actions persist, an opinion also supported by the managers (Table2, figure 1).

In connection with this, we conclude that in these organizations formal *leadership prevails.*Regarding the measure of managerial implications in the communication-behavior chapter, the figures show that the variable **„*communication*"** holds the second place in all the organizations surveyed, being an important factor in the formation of OB(Table2, figure 1).

2. A serious problem concerns the **„*goodwill*"** variable in organizations: 93% of managers rated the „goodwill" variable with „disagree" and „strongly disagree".

Table 2 - The influence of variables on employee behavior

	Total by organizations					
	Subordinates			**Managers**		
	Total agree/ agree	**Neutral**	**Total disagree /disagree**	**Total agree/ agree**	**Neutral**	**Total disagree /disagree**
The behavioral diversity	51%	21%	28%	64%	14%	22%
Leadership	21%	21%	58%	7%	14%	79%
Organizational communication	15%	17%	68%	3%	10%	87%
Power through Goodwill	18%	22%	60%	0%	7%	93%
Organizational stress	39%	26%	35%	65%	28%	7%
Organizational conflict	33%	32%	35%	11%	20%	69%
Forms of positive motivation	7%	20%	73%	0%	33%	67%
Forms of negative motivation	39%	37%	24%	18%	50%	32%

Source: Elaborated by the author

In our opinion, in the created situation one thing remains certain: managers disregard the variable „good will" as a factor coordinating the behavior of employees, which, in fact, must become a factor on which their relationships with subordinates in organizations are based.

3. The weight of the action of the variable „stress" on the behavior of the employees in the analyzed enterprises proved to be high (figure 1). Managers themselves have admitted that some of their actions can also be stressful for subordinates. The analysis of the sources of stress revealed less optimistic results (Table 3).

In what follows, we would like to describe the depth of the deficiencies in the implementation of stress prevention measures, respectively (Table 3):

- in total across organizations, 81% of respondents do not agree with the statement that their skills and behavior match the employer's requirements;

Table 3 - The degree of action of stress factors

	Total by organizations					
	Subordinates			Managers		
	Total agree/ agree	Neutral	Total disagree/ disagree	Total agree/a gree	Neutral	Total disagree/ disagree
Correspondence of employee behavior with the demands of the organization	8%	11%	81%	9%	31%	60%
Correspondence of employee behavior with the organizational context	10%	20%	70%	13%	12%	75%
Correspondence of employee behavior with the reward received	65%	19%	16%	34%	26%	40%
Correspondence of employees' behavior with the organization of working time in the organization	12%	17%	71%	11%	31%	58%

Source: Elaborated by the author

- 70% of the respondents do not agree that they need to change their behavior depending on the organizational context;

- 24% of respondents confirm that the reward they receive does not depend on their behavior;

- 71% of respondents deny the fact that their professional time is organized correctly.

   The opinions of the managers in the same chapter highlighted the following:

- 60% of managers believe that the skills/behavior of employees do not correspond to the company's requirements;

- 75% of responding managers do not see the connection between modeling behavior and increasing employee performance;

- 40% of interviewed managers disregard the power of the size and form of reward for productive behavior;

- 58% of subjects confirmed the ineffectiveness of managerial implications in organizing each employee's time.

Therefore, we find that organizations have some programs to prevent/remediate organizational stress. However, the analysis of the results leads us to the conclusion that in the implemented programs the objective related to behavior modeling is omitted. In addition, there is a discrepancy between subordinates' and managers' opinions (Figure 3), which demonstrates that the stressful actions of managers' behaviors are stronger than subordinates admit, which possibly speaks to the subordinates' level of sincerity to he admits this moment, probably driven by the fear of being fired or some other subjective reason.
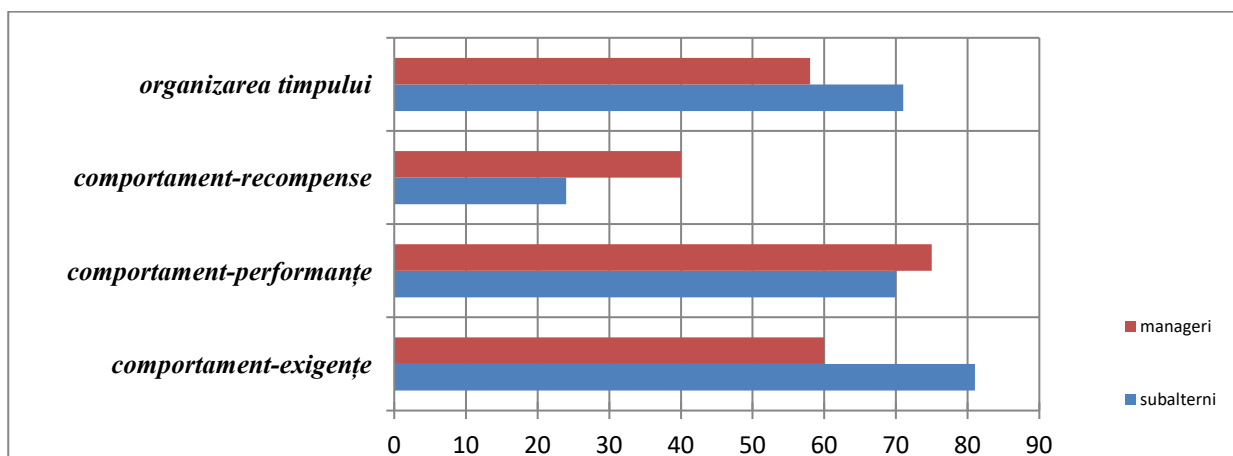

Figure 3 - Evaluation of stress factors

Source: Elaborated by the author

4. Following the evaluation of the employees' predisposition to conflicts, we found that approximately one third of the number of managers and subordinates (Table 2) in the organizations surveyed agree *that any conflict that arises between the employee and the organization is caused by his behavior*.

In relation to this evidence, the level of involvement of managers in the resolution of conflicts in general, and of resolution through the prism of communication, was evaluated. I found that the administrations of the organizations are very reserved in this regard.

In this context, 74% of subordinates claim that managers do not get involved in conflicts that arise between team members, as well as 89% of managers deny their intervention with measures to resolve conflicts.

Following the evaluation of the „*communication*" factor as an imperative

determinant in redirecting the behavior of some parties involved in the conflict, we found that its power of influence is depreciated both in modeling behavior (Table 2) and in resolving conflicts (figure 4).
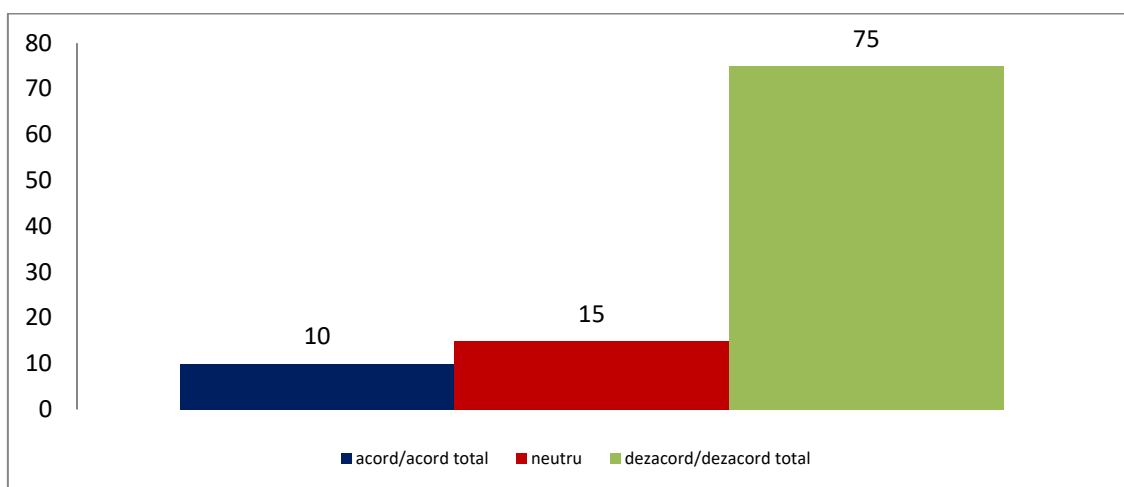

Figure 4 - The weight of communication as a factor in conflict resolution

Source: Elaborated by the author

The results obtained from the survey of subordinate respondents both nationally and in separate organizations regarding the resolution of conflicts through the "prism of communication" reveal serious deficiencies, in our opinion, namely, 3 out of every 4 participants deny the use by managers of the effective communication process (figure 4).

In our opinion, the reason for the non-involvement of managers in conflict resolution would be that they, being convinced that those involved know better than anyone else the cause of the conflict, let the parties clarify themselves, and the conflict situation to consume itself. However, we dare to say that the administrations of the organizations *do not realize the destructive consequences of the employees' behaviors during conflict situations*.

5. As we mentioned in the previous paragraph, the negative effects of ***loyal behavior*** can materialize through counterproductive behaviors and are signs that the employee feels unsatisfied from the point of view of motivation at work. However, the formation of the employer's loyal behavior depends on adequate motivation.

According to the analysis of the results, the management of the organizations

subject to the survey depreciates *the role of loyal behavior* in the successful activity of the organizations. The depth of the depreciation is 94% of managers who do not realize *the indispensability of loyalty in the successful activity of organizations*.

So, we see that the management of the analyzed organizations deeply disregards loyal behavior as a factor of the organizations' successful activity.

6. The results of the evaluation, in the previous paragraph, **of job satisfaction** proved that employees do not make a connection between *job satisfaction and their behavior*. We believe this is because organizations themselves underestimate the importance of environmental action on employee satisfaction. However, the administrations of the organizations, according to the results of the survey, believe that emotions, personal needs, relationships with colleagues, etc. of employees have nothing to do with the achievement of objectives. This conclusion contradicts the statement that job satisfaction has personal consequences, that it is very important for employees to assert themselves as personalities, to gain a status, to form friendly relations with colleagues. That is why we believe that the employees of the analyzed companies *suffer from deep job dissatisfaction and the blame for this lies with the management of the organizations*.

We will confirm this statement by revealing the results obtained based on the responses to the item regarding the „direct link between satisfaction and behavior" as follows:

- 70% of subordinates do not realize how much job satisfaction influences their behavior, while 61% of managers admit that the organization does not provide satisfactory working conditions.

So, based on the analysis of the results, we find that *employees rightly do not correlate their behavior and the degree of job satisfaction, given the fact that organizations do not give them this chance, probably because they do not consider it necessary to create conditions for employees work requested by employees*.

7. The evaluation of the degree of use of employee motivation forms highlighted the fact that positive methods are categorically disregarded by managers, who prefer *negative forms of motivation*. This situation is repeated from organization to

organization, without changes, a contradictory fact, which shows that subordinates voted for the presence of positive forms of motivation, although the number of managers in this chapter is equal to „0" (Table 2, figure 1). In our opinion, this fact can be explained as follows: employees welcomed a negative form of motivation, probably because it influenced their behavior in the short term.

Regarding the influence of motivating factors on behavior, the „salary system" proved to have the strongest influence, the rest - „career", „job" and „objectives" remaining in the minority. This situation is similar starting with the analysis as a whole and ending with the estimation in separate organizations (Table 4, figure 5).

Table 4 - Evaluation of motivation factors

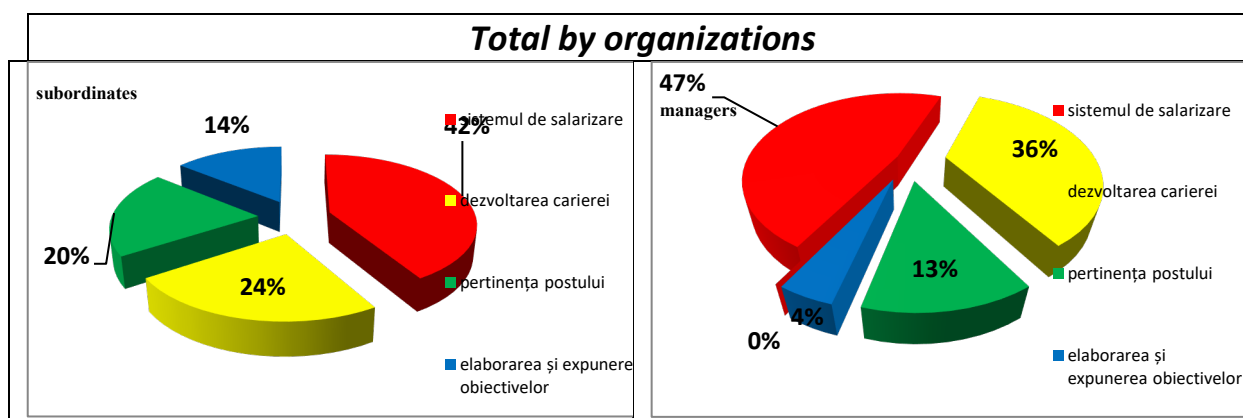|	Total by organizations					
	Subordinates			Managers		
	Total agree/agree	Neutral	Total disagree/disagree	Total agree/agree	Neutral	Total disagree/disagree
Salary system	32%	19%	49%	44%	34%	22%
Planning and career development	19%	18%	63%	14%	32%	54%
Offering diversified positions	15%	23%	62%	12%	42%	46%
Clearly specifying the objectives	13%	14%	73%	4%	21%	75%

Source: Elaborated by the author

Fig. 5 - The weight of motivational factors of employee behaviors

Source: Elaborated by the author

Below are the results of estimating the same variables, from the point of view of the survey participants' disagreement, with the aim of determining the weaknesses in the system of motivating the behavior in the surveyed organizations as follows:

a) salary remuneration occupies the basic place in the formation of employees' behavior, accumulating about one-third of the answers, according to the opinions of subordinates and about half of the votes of the respondents-managers (Table 4). However, in the face of these results, 49% of subordinates and 22% of managers do not support the idea of a direct link between *behavior and salary*.

b) career planning and development as a motivating factor for the formation of employee behavior was confirmed by approximately one-fifth of the respondents (Table 4). Against these results, we found that 63% of subordinates and 54% of managers (Table 4) believe that behavior does not influence the career planning mechanism. This situation is at the moment when: 54% of subordinates accuse „unsuccessful career", 19% - that „not exactly the career that I aspired to", and 40% - „zero rise on the professional ladder".

Based on the analyzed results, we can state that the *management of local organizations manages the career of its employees in a selective manner*. Furthermore, and importantly for our research, the selection of candidates for professional development programs is carried out without regard to their behavioral skills.

c) The analysis of the results confirms the statement about the fact that „every employee must occupy the position and position according to his behavior" in the following way:

- few employees, including managers, know that their behavior must correspond to the *demands* of the position they hold and vice versa, occupying a position acts directly on the formation of behavior (Table 4, figure 5). The proof is provided by the 62% of subordinates and 46% of managers who do not consider it necessary to match the position and behavior, while 61% of subordinates accuse that the position occupied by them does not correspond to their behavioral temperament.

d) Ponderea stabilirii obiectivelor în formarea comportamentului angajaților, în

raport cu factorii de mai sus este și mai mică (Tabelul 4), ceea ce conduce la concluzia că, în mare parte, angajații nu prea cunosc obiectivele strategice ale organizațiilor în care activează sau acestea nu le sunt pe deplin clare. Cu atât mai mult, angajații puțin realizează relația dintre un comportament adecvat și îndeplinirea obiectivelor, ceea ce este confirmat de rezultatele sondajului: 73% de subalterni și 75% de manageri neagă faptul că realizarea obiectivelor ar necesita corelarea acestora cu comportamentul angajaților.

Summary and conclusions

So, motivational factors enable employees to carry out work that leads to the optimization of professional achievements, social recognition, advancement/promotion. Contrary to this statement, the analysis of the degree of use of the motivation factors leads us to the conclusion that few of the managers in the surveyed organizations, selecting the motivation methods, take into account the behavioral skills of the employees. Such a state of affairs inevitably leads to the emergence of counterproductive employee behaviors.