



Expectations, Attitudes and Behavior of the Human Factor in the Organizational Environment

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Abstract Humans expectations are results of the facts that he perceives. This allows him to express opinion, which is an assessment of his interpretation of an item, object or situation. The points of view of the people in the organization provoke actions and reactions in their minds, which are justified if we carefully see through their own convictions. The expectations make the people motivated to do their business activities, which is a basic criterion for the effectiveness of the organization. The aim of the article is to depict and demonstrate some characteristic expectations and specifications as well as the behavior of the human factor in the environment of the organization.

Index Terms - human factor, organization, expectations, behavior

JEL: M1, M12

I. INTRODUCTION

The expectations are result of the personal behavior, which is formed on the basis of experiences and perspectives (Kamenov 2008). An important element in this process is the environment in which the individual acts and develops. The reliable situations create good conditions for a positive attitude and vice versa, the problematic situations create hardships. People can influence this process through their activities and promises. That is why the expectations and attitudes are more often prone to a certain change, unlike the character of the person and rarely the temper of the individual. In order to fully understand the attitudes and expectations we take into consideration three main components (Robbins, S., De Cenzo, D.):

- *Cognitive* – beliefs, convictions, knowledge and information about the subject and the situation
- *Affects (sensitiveness)* – emotional reactions and feelings towards the subject or the situation
- *Prejudice (pre-attitude and inclination)* – a lack of a just and real image for someone or something, which is not based on facts and proves, but on one's own interpretation (possible and imaginative suppositions)

II. Expectations, Attitudes and Behavior of the Human Factor in the Organizational Environment

People stick to the facts that express their attitudes and expectations and ignore the unnecessary ones. This is a normal phenomenon for the human psyche and inner world, because it determines the individual behavior according to his interests. They are a part of the expectations, when a decision is to be made or to express an opinion on a certain question that define his desires and interests, including the change of behavior. We can differentiate 5 versions of coincidence / accordance between the constitution of the ideal basis of the person and the new ideas (innovations). These versions can be depicted in the following directions (Kamenov 2010):

Version 1:

A full coincidence/correspondence between the constitution of the ideal basis and the new ideas. This is typical for personalities, who have a longer / broader time horizon and a shorted historical time. It is typical for the young people, because the new ideas do not usually contradict with the basic values and determine their behavior. More often than not, it is risky, because these personalities are willing to risk and experiment and engage the people around them in this process.

Version 2:

A high level of coincidence/correspondence between the constitution of the ideal basis and the new ideas. This version is similar to the previous one, but there are still limitations and restrictions that do not allow assimilating and freely using new ideas. This is due to the strictly the defined and formed system of values (family, religion, upbringing, etc.), which do not allow the acceptance of different and hostile interests. This is how the balance is created – between keeping the traditional values and protecting the personality form unnecessary and risky and hazardous ideas

Version 3:

An average level of coincidence between the constitution of the ideal basis and the new ideas. Here we have a balance between the new ideas and the traditional habits, but it is the optimal for the personality. This is due to the constructive behavior of the person and the new

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challenges which lay in the basis of his development as a personality. The reaction of the behavior of the personality is flexible, because it keeps the created moral foundations in the present, but it is also a preparation for adaptation to changes in the future.

Version 4:

A low level of coincidence/correspondence between the constitution of the ideal basis and the new ideas. This version is suitable for personalities who do not accept the vanguard because of the conservative ideas they share and denying everything that do not correspond to their understandings and interests. People with such behavior do not adapt easily to the novelties, they prefer sure actions which do not contradict to their system of values.

Version 5:

No coincidence/correspondence between the constitution of the ideal basis and the new ideas. This version is mainly theoretical, but does not exclude the possibility to be put in practice. This can be seen in people who have a totally ossified and a “die hard” value system, and are not willing to accept new ideas in any way.

The change of expectations is a fact when people perceive different data in the society and on their work place. This may happen, depending on the subject, the situation, and the perception of the personality. The changes in the expectations and the behavior of the person can be viewed as a process which is develops incessantly. The expectations, to a high degree, are in the basis of the conflict situations in the organization, because the people have their own understandings, which often disagree with those of their opponents. Every personality assesses their own interests and the attempt to change the expectations may usually lead to negative results and sequences, unless they coincide with those of the opponents. The person must realize the rightness of the opponent; otherwise he will have the conviction that his points of view have been manipulated. In this case we may have three possibilities (versions) for determining the expectations and convictions of the person. They are the following:

Variant 1:

Lack of change of agreement, corresponding to those of the opponent. This is a variant, which may create a conflict between the two sides in the business, because the personality has expectations that do not coincide with the views of the opponent. It is possible that the person may withstand and defend his own views, because of preliminary views and expectations which are truthful / imaginative for his own views or contradict to the views shared by the opponent. This lack of agreement between the opposing sides may lead to conflicts (both evident and hidden) which defy or draw them apart from the present or future joint ventures and actions. If no compromise between the two sides can be achieved, we can face long-lasting problems in the attitude between the opponents, which will not only affect the potential of the personality, but also to the effectiveness of the organization. When we

have one side views ignored, we have the second variant in practice.

Variant 2:

Change of agreement, corresponding to those of the opponent. There are quite a few cases in which the person changes the views in favor of his opponent. This happens when there is a dependence or subjection on the one side to the other (in hierarchy) or other tendencies that may enforce such a behavior (to derive benefit from). At first sight, such a strategy may lead to averting the conflict between the two sides, but this is only on the surface. There is a conflict, and it is a moral one- for the part that has neglected his views and his personal potential, when a step back before the opponent is necessary. The question is if such a behavior is reasonable, i.e. will it bring benefits for the person in the future? –If so, what these benefits will be, if not- to what extent this moral conflict is justified.

Variant 3:

Agreement, coinciding and corresponding to those of the opponent. As we can see, this is the optimal variant, in which the person may use and realize his potential together with his opponent. They share the same expectations and view points for joint ventures and actions. This does not mean that the two parts respect and like each other. Of course, this may lessen the motivation executing the work (from one hand), but it will not be the reason for a conflict or a sabotage. Such may occur if in the process of work the expectations of the opponents are changed.

In the end of the 1950s, L. Festinger comes up with a theory that explores the interconnection between the expectations of the person and his behavior. He thinks that people are striving to achieve a harmony/synchrony between the information they acquire from the environment, the expectations and their behavior. It is not always so, because there comes the effect of the incompatibility between them. The person does not feel well when there is a difference between his expectations or when they do not correspond to his behavior. A person may not like another, because he thinks that he does not possess the necessary qualities for performing a common work, but based on different reasons this is a true fact. The expectations of the Person A do not allow him to accept Person B (incompatibility of views), but he has to share the work with him (to have a behavior according to the labor requirements). This is the typical difference between the expectations and the behavior of the personality.

In the overall case people tend to change or keep the expectations towards the events, which they acquire, towards their own behavior or both. For example, the person A may think that person B will be able to handle the tasks and may try to work together with him (in this way there is a change of both expectations and behavior). Person A may think that person B does not have the qualities and skills, but by making compromises or giving him the due support they may achieve their goals (the expectations are not changes, but the behavior –



is).The person A may think that person B does not have the qualities and so he does not want to work with him (neither the expectations , nor the behavior is changed).

In some cases people accept the effect of incompatibility between the expectations and behavior. This may happen when the person is motivated to fulfill the certain task or a positive effect of the situation is expected. The more one strives to achieve the goal, the bigger the compromise he will have to do (in case there is an incompatibility between expectations and behavior).

In many cases the person must be able to adapt in the process of work and react fast to the changes of the environment. Then the expectations do matter, because they show the attitude of the personality to the subject or to the situation. That is why we may report on the following functions/ cases of agreement (Costello, T., Zalkind, S.).

- *Adaptation* – People should adapt to the environment and try to improve their motivation and limit the punishments. A change in the behavior is also possible when there is a lack of satisfaction with the work they do and the potential for personal development

- *Self-defense* –People try to avoid conflicts and manipulations that threaten their priorities, this is a self-defense form the actions which may do harm to their work and the social relations of the person. A change in behavior is possible when there is a will to ignore the threats, in case of catharsis or self-knowledge.

- *Value system*- People have expectations that correspond to their value system for moral and immoral behavior. It is logical for person who shares moral points of view to require the same by the people he works with. A change in the behavior is possible in low self-assessment and self-esteem for moral principles in the actions of the person

- *Learning* – People always try to acquire knowledge for what happens with them and what their professional potentials and opportunities are. This happens when the deliberately seek knowledge and watch the actions of the people around them. A change in behavior is possible when people take the events close to heart and try to improve their actions. There are three types of learning (Haynes, N. and Their, B., Dulmus, K., Sowers, K.):

- *Classical*- it is related to the stimuli, that provoke person’s mind to accept and adopt a certain type of behavior. For example – the manager is informed for a fire in the department, the alarm sets off and he evacuates the staff.

- *Operational*- In this type of learning, the people influence the environment in order to form a behavior which they expect to be repeated or rejected in time. In case the result is positive, it is highly-possible for a second occurrence, incase of a negative result – it is the opposite. This type of learning is a reaction (wanted or not) to the surrounding environment (there are outer the reasons for his behavior).If the manager requires from the staff to do what he orders, he will expect exactly the same behavior in the future as well.

- *Social* –People shape their behavior by generating different information that comes form the social environment (the mass media, social contacts, etc.)Today it is the most widespread and it influences the people who try one way or another, to adapt themselves to the processes that take place in the society. Some managers generate information for the customers or their preferences in the social networks, others advertise in them.

We can determine the following differences in personality in the process of work:

Work Satisfaction

Some people like, and even enjoy their jobs, and working makes them happy and satisfied. They have a positive attitude towards their jobs. Here comes the saying “If you have a job which you like you will not have to work at all”. If a person is pleased with his job and has a positive attitude to the work process he can much more easily adapt to the hardships and disappointments on his workplace. People who are ambitious to do what they are skillful in may reach remarkable success and achieve material benefits.

When people have the positive attitude to what they do and the desire to develop, the chance to be real professionals is much higher than when they do something which doesn’t appeal to them. Then the work is a result of the aims to reach certain benefits (power, ranks, privileges, and etcetera) rather than looking for work satisfaction.

The positive attitude to work is also achievement oriented (even material ones) but one can be fully pleased at his working place and glad with the results that he achieves. We should not forget the fact that the person may have positive attitudes towards his or her job, but he may lack the qualities needed. Then there is the work satisfaction, but there is no satisfaction of the results and achievements.

The work satisfaction is closely related to the personal productivity. The more motivated a person is to reach the goals (I.E. he has the positive attitude to work) the better results are expected from him to achieve (unlike the one who shares the negative attitudes). That is why one of the key priorities of the modern organizations is to hire highly motivated and qualified experts and to provide them with the optimal work conditions. Such an approach to work includes clear and understandable aims, suitable resources and high payment. It is obvious that the work satisfaction is influenced by a lot of factors, but good results cannot be achieved without personal motivation.

If such personal motivation lacks, no matter what conditions the organization may offer, the work effectiveness will not be at high level. That is why the positive attitude defines the work satisfaction – I.E. if we work hard and we like it the good results will soon be on our way.

The work satisfaction is defined by the people’s intentions and their motives to perform it. Of course, there are inner characteristics of the individual which we discussed above, but there are other circumstances which are closely related to the work itself. They are related with the subject matter, work conditions, level of payment,

work discipline, intensity of work, relations between colleagues and many more. The same factors may define the indifferent attitude of the worker and the fact that they may not be glad or satisfied by his job.

Taking part in the organization matters

When the people's attitude and expectations are connected with the responsibility and satisfaction with their work, they actively take part in it. A high level of activity is present if the person is fully associated with the business duties at work and is looking for optimal results. Such behavior is shown by the person in accordance with his professional development, advancement in hierarchy, career and motivation. The motivation for taking part in the work process depends on the personal expectations, whether he would feel inner satisfaction or he would strive for the material stimuli or both.

Motivation is a prerequisite for the people to satisfy their needs by taking part in the work process. In this way they improve their professional skills and competences, they are willing to improve their professional creativity, they strive and aim for success and high achievements. On the contrary – people who do not take an active part at work usually lack creativity, have difficulty in adapting to novelties; possess no impetus and ambition for a professional career.

Racism and sex discrimination at work

In a world of making the business more and more international and migration intellectual capital we can face some situations of ethnical tension and sex discrimination on the labor market. To a high extent it depends on the psychological expectations and attitude of the individual or his prejudice for superiority over the others. Often do we see a negative attitude and lack of contact when working with people who share different religion or have a different skin color. Sexism is also a problem on the work place, because some people do not have the tolerance to accept others to take a certain position in the organization. Today we can see a lot of professions where women perform all the necessary duties, equal to men. There are a lot of examples when the successful manager of the company is a woman. There are organizations which have a better chance to develop under the leadership of a woman, unlike the conservative understandings of the past.

Racism and sex discrimination are people's expectations and attitudes which are harmful for the development of the organization. One of the basic tasks before the managers is to prevent such processes from the very beginning. They must give a chance to the people (regardless of their religion and sex) to take an active part on their working place if they have the necessary skills and talents. Every manager should realize that intellect and professionalism are not defined by ethnicity or being male or female, but by qualities of the person. Now, the organizations pay attention to the strategic meaning of management the differences and overcoming the negative tendencies and prejudice between people.

Involving the staff in the activities of the organization

The person's expectations and arrangements are focused on the social climate and the aims of the organization. The person is highly interested in the company's activities and he usually aims at helping the processes for its development. This is not possible without the presence of a suitable social environment, where people are united in the name of a common cause.

The fellowship is a proper means and the membership in such a group is a factor for mutual aid and uniting. People who have worked for many years in a certain organization are usually loyal to the aims and the interests of this organization. This may depend on other factors, like the status of the person, the security they feel, the trust and the accepting of their qualities, and etc. It is necessary that there is a strong organizational culture and certain rules for effective management. The organizations which involve its staff for a long period focus on their talents, ideas and professional growth in career.

Disorientation in people's behavior and their own attitude and expectation that they will not be involved in the development of the organization creates the so-called "qualified terrorists" (according to K. Albrecht). These are people from the staff who are not pleased with the status in the organization and they often sabotage the efforts made for satisfying customer needs. That is why the involvement of people with company matters may create certain conditions for the people who sabotage for "adding customer value".

To significantly lower the number of people who are not pleased the managers must find the reasons for the negative attitude and the problems that arise at work. This calls for different initiatives to be taken in order to involve the people in the processes within the organization, to limit the stress in the working environment, to motivate them and their efforts. For the success of this process we need to have in mind the organizational culture and the type of management. In any case if the managers cannot create a good social climate cannot involve the staff in the company business, they are to expect crisis, conflicts, which may be an obstacle for the proper development of the organization.

If people are not involved in the company matters or they don't feel pleased on their workplace there are predicaments that may occur in the work process. Some of them are connected with the following:

Absences and lack of socialization – some people are absent from work, because they don't want to accept the negative effects of the work process. There are people who are present at work, but stay away from the staff, because of bad social relations. The reasons for that can be different, but the common symptom shows that the people have problems with their attitude to work. The role of the management is to find out why they lack motivation and what the reason for their indifferent attitude is. This is a dangerous phenomenon which may bring bad consequences in the work process and may influence the work of other people.

Psychological tension – sometimes people have negative attitude towards work, because they can hardly



concentrate. They cut themselves off the work process and fall in melancholy. This is due to the negative experience on the workplace (both past and current) and/or due to the lack of motivation.

Work is not the main priority for such people, they show low level of cooperation to the aims of the company and they do not want to adapt to the work process. The result is a low productivity, lack of enthusiasm and no satisfaction of the work they do. It is obvious that the modern organizations cannot afford to hire and keep people with negative attitude which do not add value to the customers and lack strategy for improving the competition.

The values are in the basis of the attitudes and motivation of the people and define their behavior on the workplace. These values are not constant; they may certainly change according to our perception for what happens in the work environment. For the different people, equal situations may have equal moral status, and for other – they can be quite the opposite. The experts (Kamenov 2006) explain this fact with the life experience of the person, which is basically formed in the first years and continues till the end of his life. That is why in the structure of the value system, the first and the most important place is for up breeding and education - factors, which may change in the present time and in the future. The process also depends on the social environment, because the behavioristic reaction comes in situations which require adequate thinking and actions. And something more – “when the value system is properly set, we can expect the corresponding behavioristic reaction, and vice-versa. A chaotic situation in the values and lack of hierarchy may basically lead to unpredictable reactions” (Kamenov 2006, p 15). That is why the personal values are coexisting components of the human acquisition; they define the preferences and influence the personal behavior.

The individual values must be combined with those that are created on the working place – I.E. in the company or organization. It is the people who define and determine the values of the organization and they stand on the first place of the company’s culture and behavior. Since values influence the behavior of the person, most of the companies hire people, who share the ideas that are set in the company’s culture and policy. Otherwise, we may face conflicts and they are definitely seen as a shortcoming of every management. It is necessary to establish a balance between personal and company values for achieving optimal results and creating a better social environment. This strategy is a prerequisite for ethical behavior on the workplace and the high satisfaction of the work well done. The ethical and moral value system is a coherent undividable part of the new understandings for effective management of the intellectual resources of the organization. Maybe, this is one of the main reasons for organizations who have established a steady values system and a well-organized company culture to be able to achieve high results. The means is the upbraiding educations, responsibility, trust, mutual help, intellect, tolerance, and humane attitude towards the others.

III. CONCLUSION

In times when the business processes are getting more and more complicated and when there are rapid changes in the social system, the organizations must keep a good social climate and give more freedom to their staff and workers. Otherwise, robes may arise – they will probably be connected with the fact that people are not motivated enough, they are under stress and will result okaying truant, being absent or even quitting the job.

This imposes that their attitude and expectations be regarded as well as their behavior in the working environment in order to achieve optimal results firm the economic and management activities. The article focuses and achieves the following:

- depicts and reports on the specifications of the expectations and behavior of the human factor in the working environment within the organization.
- depicts and reports on the specifications of expectations in the work process in behalf of the people and staff involved.

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