

## BEHAVIOUR MANAGEMENT IN THE NEAR FUTURE

Daniela FOBELOVÁ<sup>1\*</sup>, Monika KLIMENTOVIČOVÁ-FOBELOVÁ<sup>2</sup>

<sup>1</sup> Wydział Organizacji i Zarządzania, Politechnika Śląska; daniela.fobelova@polsl.pl,  
ORCID: 0000-0003-2972-315X

<sup>2</sup> Centre for Applied Ethics (BB CAE, n.o.), Banská Bystrica

\* Correspondence author

**Abstract:** We spend a substantial part of our lives in employment, in the work environment among our co-workers. A working group is comprised of people who are very different but converge together in their need for communication and joint action. Therefore, especially in the workplace, standards of social behaviour must be respected. The ability to create, maintain and lead work teams is one of the most important conditions for successful management and the manager's personality is important. Status of the manager has high social prestige. It is related to working conditions, the distinctive character of their work, the degree of responsibility and professional culture, their vocation, professional and moral performance, as well as overall personality profile. Effective leadership is based on respect and trust.

**Keywords:** applied ethics; management; manager status; social prestige.

We spend a significant part of a day at work, in the work environment along with our co-workers. A working group is comprised of people who are very different, but join forces in their necessity for communication and joint action. Therefore, especially in the workplace, it is necessary to observe rules of social behaviour in order to avoid unnecessary misunderstandings that cause nervousness and loss of satisfaction at work.

### 1. Rules of social behaviour in the work environment

At work, let us strictly respect the equality between men and women, especially in terms of their employability. Women have pervaded all traditional sectors, even those that were thought to be for men only. Men should not forget to be gentle towards women at work – abusive words, humiliation of women, taunts and smirks, allusions, etc. should never take place. Male workers should show general attention to their female colleagues – from helping to take off the coat, letting them go first when entering the room, conducting a tactful dialogue, to even expressing

flattery in an informal meeting. There is no need to worry that the honour of a man and his authority will suffer by it. Indeed, it is possible to demand perfect fulfilment of work duties while maintaining social attention. A woman's vocabulary should be natural and well-spoken. She may be a good and cheerful friend, but she should never allow men to encroach her personal space. Only in this way, she will be able to retain their friendship and respect. Workplace relationships should always be on the social level. Job responsibilities require constant cooperation and good cooperation is based on sincere and tactful relationships.

At the workplace, we respect women, the elderly and team leaders. We greet them as first, we give them precedence. We will learn to listen to them actively, look at them, respond to simple questions and yea-saying. We will not interrupt during their speech. It is possible to excel by specific work. Let us not burden our colleagues with our private problems. Let them know we appreciate them. Let us smile and think positive. We will not spare a nice salutation, looking into the eyes and smiling.

Exaggerated, arrogant behaviour is often a sign of people with low self-esteem and insecurities, who hide their inability to show that they are normal people, that they do not know everything.

## **2. Appropriate motivation – good work environment**

Of many factors that keep employees in an enterprise, company, institution, etc., the work environment – the team of co-workers in particular – is a primary factor. A worker spends approximately as much time with their co-workers as with their life partner. A prerequisite for a well-functioning work team is a foundation comprised of the best drivers of the existing team, who have experienced the procedures and goals in the company, institution and organization. Each company should particularly possess those employees who are able to treat others as role models. These drivers of the existing team do not only take wages into consideration, but also other circumstances. The condition of their loyalty, besides decent money, is also a favourable atmosphere and work environment, interesting co-workers and a capable team manager. The remuneration system is therefore one of the bases of satisfaction. It must be accompanied by speed, but also by recognition. In spite of rejecting the words of praise, this manifestation of appreciation is of great importance to them in fact. It is a perfect motivation factor that then encourages the worker to repeat exceptional performance. A sensible employer will also include other forms, e.g. some 1 Wydział Organizacji i Zarządzania, Politechnika Śląska; Centre for Applied Ethics (BB CAE, n.o.), Banská Bystrica *person (homo economicus)* is primarily motivated by *economic motives* and behaves in such a way as to obtain the maximum economic yield. A human being is thus a passive agent that is manipulated and controlled. All efforts are compared with the financial effect.

*A social person* is motivated by *social needs* and gains their identity through a relationship with others. They seek the meaning of work in social relations at work. Efforts are made by the manager to understand the needs of the worker, to accept them, to have a positive attitude towards them, as well as to give and receive support.

*A self-updating person* has an inherent need *for using their capacity and abilities*. They primarily motivate themselves and they are self-subordinate. They need their autonomy and independence, personal development.

Managers agree that only motivated employees become the main development potential of the entire company and its competitive advantage in the long term.

First of all, they are motivated *financially* – rational application of financial motivation.

*Non-financial* factors: recognition, self-realization, creativity, career growth, education. *Stimulating* factors: work environment, open atmosphere and communication in work team, influence of leaders' ability to give self-confidence to their subordinates and provide them with support.

*Small incentives*, such as praise, encouragement and various forms of informing that a company knows about and appreciates good employees (by awarding the best employees of the year) are often neglected in motivation. Motivation also includes the manager's ability of self-reflection or their ability to work with errors and mistakes. Only by this behaviour can we create an organization, i.e. a code of conduct which will be followed by all subordinates and superiors. It represents a certain imperative since it defines all required parameters for management, information and corporate culture bindingly and in advance. If an institution, company or enterprise are to be successful, each worker must follow and adapt to them. Written rules of behaviour, the so-called *moral codes*, issued by companies can help employees to make decisions about moral dilemmas. These are forms of a public statement regarding their ethical attitude, which are applied in many corporations, banks, business organizations and have a real application in the service sector as well. These are developed tools of regulation and behaviour of the organization, expressing higher ambitions of management and development goals. They contribute to the general prosperity and increase of people's well-being. Ethical statements are becoming more basic philosophy of decision-making. (Fobel, 2000, p. 83).

Experience has shown that the creation of these auxiliary tools to improve morality is necessary. It should be done sensitively, prudently and with knowledge of the environment and possible impacts. The reason is that, over time, a number of subordinates adopt behavioural norms and patterns from their supervisor, hence the best moral code is responsible and honest behaviour of each manager.

### 3. Successful management and social status of the manager

The ability to create, maintain and lead work teams is one of the most important conditions for successful management. The personality of the manager themselves is important. “Manager status also has another essential feature – high social prestige. It is related to other working conditions, the particular nature of their work, different levels of responsibility and professional culture, communication, professional and moral behaviour, overall personality profile” (Fobel, 2000, p. 54). Effective leadership is based on respect and trust, not on fear and humility. Respect and trust help to create effort and enthusiasm for the common cause in the team. The oppressive approach, on the other hand, will only cause fear and dull obedience. When creating or forming a work team, it is very important to know the manager's own strengths and weaknesses. As long as a leader can precisely define the areas in which they excel, they are truly strong in such field. If, on the other hand, they can admit that there are also areas that say nothing to them, they have succeeded – a good manager consciously chooses their co-workers so that their strengths, knowledge and experience are developed precisely in areas where they are not the strongest. As long as they inspire enthusiasm, their team members are purposefully committed to setting the right priorities. Members of the team are willing to take risks and take on greater workload. When the manager shows confidence in their own skills and loyalty to their team members, the subordinates start to lead themselves. Their role begins to be limited to delegating their powers to their subordinates, advising their co-workers and supporting the team even when they are away from the workplace. Only a few managers are natural born leaders. What is more important is to discover the abilities and to begin to develop them in themselves. It is often the inability of team leaders to know how to treat team members. The manager must build their own authority, respect and simultaneously have the reputation of a decent and likable person. The biggest mistake is made by those who try to act too informally, familiarly. Such behaviour is unforgivable, neither by educated people nor by so-called ordinary ones. Another unforgivable approach is a polar opposite version: “Do you know who I am?”. We all look for mistakes in such type of a team leader immediately to make them smaller in our eyes.

On the basis of such features as popularity and respect, J. Hajek differentiates four basic types of leaders – optimal type, authoritative type, conformist type and passive type. (Hajek, 1996, p. 10). In the literature, we can find further classification of leading managers according to other criteria. One of them is the classification mentioned below, which we summarised into the following types:

The *manager-colleague* type as a team leader is a *friendly type*. Such a person needs harmony. They can work with understanding, but also with humour. They perceive the work team as a family thus it is in their power to motivate it well. Despite the need for harmony, they love creative chaos. It is the type that ultimately requires being praised, recognized by subordinates in the spirit of the imperative: “I expect you to treat me the way as I treat you”.

The opposite type of the *manager-colleague* is a *manager-careerist*. This type of a team leader has a feature that reveals them – they do not like to make quick decisions. They take on the role of a strategist who does not like little things, details. Therefore, their behaviour has no signs of empathy. It is dominated by logic and rationality like a miraculous formula that they hide behind. You must be able to argue and create space for their "great deeds".

The type of a team leader making the work atmosphere unpleasant is a *manager-bureaucrat*. They, unlike the *careerist*, seek out details and enjoy them. Whole projects can be lost in little details. They are perfectionists because they abide by regulations, norms and rules very consistently. Reality escapes them even though they are realists. They accept new things demurely and slowly.

*Minimalist-manager* is the type of a team leader that lives in the present – here and now. The future as well as the past are not taken under their consideration. Facts and practice are the only tools they work with. Their decision-making is fast and their work results are effective. Work environment, co-workers and working atmosphere in the team are the most important to them. Communication is open. "For the superboss, the environment is a key performance factor" (Freemantle, 1995, p. 77).

Although we have to be very careful in jumping into the conclusions, the ways in which the team leader communicates with us can be helpful for guidance. Careful, sensitive people start the conversation with words: "I believe (...)", "I think (...)"; careerists and confident bosses use the terms: "I want (...)", "I see it like this (...)"; bureaucrats and perfectionists try to speak slowly (superficial people speak fast). The team leader shows nervousness and uncertainty by constantly putting their glasses on and down. A calculating boss has perfect order on the desk, whereas the moody boss sits in work chaos.

If you know that your supervisor works best at night ("night owl"), do not try to burden them with important and complex problems in the morning. On the other hand, burden the early bird ("early riser") with problems early in the morning because their performance declines in the afternoon.

There are various types of behaviour of managers, which concentrate on different areas:

***Task-oriented type of behaviour:*** the manager asks factual questions, summarises contributions and main points, speaks only their own opinion, shares information with others, organises and sets up work processes, works systematically.

***Self-oriented type of behaviour:*** the manager promotes themselves through arguments which someone else has said, reacts insulted, cuts off others, does not listen to others, advocates their own interests, raises doubts, they most often use the word 'I' at the beginning of their sentences, they act disapprovingly as a general rule.

***Group-oriented type of behaviour:*** the manager eliminates tensions, offers compromises, respects others' opinions, accepts a divergence of views, defends interests of the group, promotes collaboration and contributions, ensures that the agreed rules are abode by.

The one who sets their team leader as a role model should make it clear that they want to learn from him/her. Then such a person needs to realize that they must be prepared to learn new things and also have the courage to face the mistakes honestly.

Each team leader must set goals and time frames in which they want to achieve them before taking office. They should not only use their own experience, but consult their intentions with experts. It is good to connect with a person who knows a lot about the field in question. It can be an expert directly from practice, from a university or a scientific institute. In this way, they eliminate in advance as many errors as possible, which could have unpleasant consequences. The stated intention should leave room for comments and reservations of the members of the work team. The manager should be a catalyst of events in their department. Reluctance and indecision only foster competition. We should not forget about the definition of powers either. The leader must have specifically defined responsibilities. However, the members of the work team should also know their powers. Only then can the leader require them to perform their duties perfectly. The evaluating and defining of team member errors cannot be done in time stress. If the manager evaluates errors rashly, it can only bring further mistakes. If they start escaping from their lapses, it will not help anybody. They will only prolong the agony that can have disastrous consequences.

"The supreme standard of behaviour in a company is that of a superboss" (Freemantle, 1995, p. 7).

For some good advice and comments on how a good team leader should behave, see D. Freemantle's concept of superboss relates to successful management of people from A to Z. A personal example – a moral model is not a historically recognized as important educational tool by chance. It really has a significant impact on people's behaviour. However, the team leader must act in the spirit of the same standards and rules whose they are the creator and bearer. The responses with which the team leader can respond to the various stimuli of their subordinates, are divided into three types of behaviour: *passive*, *active* and *assertive*. We differentiate them on the basis of the type of team leader's behaviour – whether they support conflict resolution or deepen in it even more. Accompanying phenomena are: responsibility, respect for rights, willingness, expressing emotions, self-promotion, self-esteem, feeling of guilt, use of guile and subterfuge.

*The passive team leaders* do not solve dilemmas, they step back. They are rather insecure and justify their behaviour because they are afraid that they could hurt someone or threaten their position and interests. They take the position that they can do it somehow. Such type of managers take on the role of heroes who sacrifice themselves for others. This type of behaviour leads to the manipulation of people since they make other people feel guilty for their behaviour. By considering themselves inferior, they try to get along with everyone. They suppress what they truly feel and need. Feelings and needs are on the periphery of their interest, however, the physical ailments (migraine, dizziness, stomach ulcers) are at the forefront. They suppress conflicts and do not resolve them or resolve them through themselves (at the expense of

themselves). Accompanying signs are: avoiding direct eye contact, quiet voice, evasive attitude. This type of behaviour of the team leader leads to: reduced professional and human credibility, little motivation to work, passivity in the team members.

The opposite of passive behaviour is *aggressive behaviour*. Aggression is characterised by ruthlessness and advocacy at the expense of others. Such managers do not consider as important to notice what they cause by their behaviour. Blame for possible failures lies always with the subordinates. They are the first and only ones to claim their success. They do not respect team members, although they do not show it in verbal form. Power is used as a tool of manipulating others. Aggression may or not be manifested in a loud tone of speech, leaderlike gestures.

We associate an *assertive type of behaviour* with the responsibility and determination of the team leader. It is a direct, open communication in which the supervisor listens to and tries to understand the members of the work team. It is accompanied by satisfaction and serenity. They acknowledge their mistakes and behave with all due respect to both themselves and others. They also apply this attitude to conflict resolution. This type of behaviour is accompanied by well-being, creativity, understanding and respect.

The one who wants to be successful at work cannot leave creativity to chance. Creative action without external stimuli arises from the people's actions. Creative managerial thinking can be learning and management skills. It needs to be given enough time to develop it.

#### **4. Instead of a conclusion**

##### **Managerial behaviour in the 21st century**

The present-day society is commonly called the turbo-consumer one (Lipovetsky, 2008). In the spirit of Darwin's theory of evolution, the future (also ours) will belong to those who are sharp-elbowed, have lack of empathy, but proper purposefulness. These are the features which experts attribute to psychopaths. These attributes are their developmental advantages that make them reproduce faster than normal people. Many serious studies (e.g. in the USA at the Stanford University) have shown that such assumptions originate in the observation of higher testosterone levels and behavioural disorders, which we refer to as sociopathy, psychopathy or antisocial personality disorder (designations according to the International Statistical Classification of Diseases). Testosterone (a hormone with a high impact on human behaviour), whose higher production results in more active and determined, but also more aggressive, personality, is responsible for this condition. Since this is a measurable factor, research confirms that e.g. in general managers (military officers, surgeons, journalists) testosterone levels are 40% higher than in their team members. It should be known that it is a behavioural disorder that is congenital and cannot be corrected or unlearned.

As the results of serious research show, the characteristics of psychopaths enable them to survive much better in the society of the 21st-century, which focuses on performance, success, to some extent tolerable recklessness, but especially on quick decision-making. (Lipovetsky, 2008)

This is a phenomenon that is relatively followed by researchers and experts in various disciplines. The annual list of occupations, where behavioural disorders occur more frequently, lists managers of large companies, politicians, journalists, surgeons, but mainly military officers, i.e. those who achieve high social prestige associated with high financial remuneration, but also with great power over people (manipulation of them), whether it is in a positive or negative sense. If we take into consideration only the biological side of the human being and we look at it in the sense that everything works in nature, then we must state that nature and all the creatures in it are programmed in the spirit of natural selection – the struggle for the survival of the more powerful individuals. Therefore, only nature knows the "moral criterion" of action in the form of usefulness of action and its outcome. Although the virtue ethics (care for the sick, the disabled, the poor, etc.) is among the oldest types of ethical theories, even in antiquity people did not oppose nature and they simply eliminated people who were out of the normal (e.g. disabled children). The effect of the virtue ethics is a number of moral dilemmas, for instance those concerning various genetic mutations.

One of the internet sources describes typology of psychopaths:

<p style="text-align: center;">Intelligent Socialized Functional Aggressive</p> <p>The most dangerous type of psychopaths: intelligent, difficult to detect; typical example: Hannibal Lecter</p>	<p style="text-align: center;">IQ+</p> <p style="text-align: center;">Intelligent Socialized Functional Aggressive</p> <p style="text-align: center;">So-called good psychopaths, often e.g. officers or managers</p>
<p>Aggression +</p> <p style="text-align: center;">Lower intelligence Antisocial Dysfunctional Aggressive</p> <p>Dangerous type of psychopaths, frequent violence and murders</p>	<p style="text-align: right;">Aggression -</p> <p style="text-align: center;">Lower intelligence Antisocial Dysfunctional Aggressive</p> <p style="text-align: center;">Less dangerous type of psychopaths, often satisfy themselves with verbal violence</p> <p style="text-align: left;">IQ -</p>

**Figure 1.** Typology of psychopaths. Source: shutterstock.com/cs/?pl=PPC\_GOO\_CZ\_BD.

The right part consists of less dangerous types of psychopaths, unlike the left one, which describes highly intelligent psychopaths capable of doing physical harm to others. Manipulators of people for the purpose of a personal and brazen career are largely rejected by society. However, as research confirms, their numbers are more and more increasing and we – the “normal” ones, find ourselves in the role of the “weaker” person. Nature must then deal with us. However, there is another path that researchers suggest – to learn such features as purposefulness and determination from the psychopaths described as well-organized and socialized in achieving their own goals, imitating some of their actions to ensure success.



Our future is in our hands – a biological species that does not adapt to change (biological, social, etc.) will disappear and will be replaced by a new one, in the spirit of Darwinism.

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