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## **PERSONAL DEVELOPMENT IN THE ORGANIZATION**

### **1. Introduction**

Most people almost entire adult life spends in organizations. Beginning in kindergarten and throughout their working lives, people, consciously or unconsciously, voluntarily or forcibly, with interest or apathy are fully included in the life of the organization, living by its laws, interact with other members of the organization, giving something to the organization, but also getting something in exchange [1].

Entering the interaction with the organization, a person is interested in the various aspects of this interaction, that affect what he/she needs to sacrifice for the general organizational interests, what, when and in what extent he/she should

do within the organization, conditions in which he/she should operate in the internal environment, with whom and how long interact, what to give the organization and others. On this and a number of other factors the satisfaction of human interaction with the organization, its relationship to the organization and contribute to the organization depend on.

Setting boundaries between these parties of human interaction and interaction of organizations is one of the most important tasks of management, as it provides the basis for effective management in the organization.

## **2. Exposition of the basic material**

The organization expects that the person will perform the role for which the person should be employed in a certain way. A person also looks at the organization as a place, where he/she gets a job, performs it and gets the appropriate reward from the organization. However, interaction of human and organization is not limited to role-interaction. It is much wider. A person performs his/her job surrounded by people, who interact with this person. It is not only a person, who plays role in an organization, but also a member of the group in which he/she operates. With this, group has a great influence on human behavior. A person's behavior, his/her actions make a certain contribution to the life of the group.

Behavior is a set of interrelated reactions, which a person realizes to adapt to the environment. Human behavior can be represented as a sine wave fluctuations or Brownian motion within rather wide field formed by the moral standards accepted in the social group (team, family) to which the person belongs.

In order to understand, how the relationship between person and organization is formed, it is necessary to find out the essence of the problem of interaction between human resources and organization, what characteristics of the personality human behavior in organizations determine and what characteristics of organizational environment have an effect on the inclusion of people in the organization.

Modern management creates a field to address the most important issues. Its features include: improving training of employees, establishing cooperation between divisions of the company, strengthening the role of groups in all parts of the company's in problem solving, expansion of all strategic components in the management of the company.

All people are somehow similar to each other. And it allows to say about person in general, to think about its features, behaviors, etc. However, no particular person is not impersonal "person in general". Everyone brings something that makes him/her unique, exclusive, i.e. a person who has inimitable personality. Such a person enters the organization. Such a person does some work and performs roles in the organization, such a kind of person should be managed to help discover

and tap full potential in the solving organizational tasks, creating adding value and conditions necessary for its success, ensuring the interaction with the organizational environment and solve their own problems in life.

Individuality has three characteristics. Firstly, everyone is somehow similar to others. Secondly, everyone is somehow similar to some other individuals. Finally, thirdly, everyone is somehow not like anyone else [2]. Depending on how you mix these aspects, the individuality of each person is formed. However, no matter how the combination is formed, you should always remember that people always simultaneously have something common with others and not like other ones have.

Everyone has a stable set of features and characteristics that determine his/her actions and behavior. These traits manifest themselves in quite a long period, allowing you to capture and experience the individuality of person.

Specific person is fixed by environment to his/her individuality, as the individuality of person has a certain resistance, because people know each other and maintain some relevance to each other. At the same time, it should be noted that a change of individuality of person, sometimes with very significant shift, occurred under the influence of experience, connecting with others, training and education.

The individuality of person is formed under the influence of three groups of factors. The first group consists of heredity and physiological characteristics of a person. Heredity stores and transmits the external features of a person, but not only. Studies, conducted on twins, show that heredity can carry and transmit certain behavioral traits. Human physiology says that people have a lot in common, determining their behavior. In particular, the same for all is the general adaptation syndrome, reflecting the physiological response to stimulation. In other words, identification of homogeneous characteristics of personalities may ensure meeting general requirements in selection of human resources for achieving organizational objectives.

The second group of factors shaping the human personality is represented by factors, which arise from the human environment. In general, the impact of these factors can be seen as the impact of the environment on the formation of individuality. Firstly, a strong influence on individuality makes the culture in which it is formed. A person receives norms of behavior from the society, learns under the influence of certain cultural values and beliefs. Secondly, individuality is strongly determined by the family in which he/she was raised. In families children learn certain behaviors stereotypes, their vital attitudes are produced, attitude towards work, people, their responsibilities, etc. Thirdly, the individuality has a strong influence, belonging to certain groups and organizations. A person makes a definite identification, defining the type of individual with whom he/she compares himself/herself and resistant forms of behaviors and, in particular, the reaction to the action from the environment. Fourthly, individuality is formed under influence

of life experiences, individual circumstances, random events, etc. Sometimes such a group of factors can lead to a significant change of individual rights.

The third group of factors affecting the formation of individuality is presented by the features and characteristics of a person's character, his/her individuality. That is, in this case the situation with the formation of individuality is as follows: individuality influences its own creation and development. It is connected with the fact that the person takes an active role in his or her own development and is not exclusively the result of heredity and environment.

With the depth of individuality and diversity, there are some directions of characteristics, on which individuality can be described.

There are people, who prefer to keep distance from others, and this significantly affects their behavior in a group. People with authoritarian character believe, that there must be order and difference in status and position of people, seek to establish a hierarchy of relationships and the use of coercive methods in decision-making and management, readily recognize the power and highly appreciate the conservative values. Love and faith in people, as an individual trait of success makes a strong influence on human interaction with others. This is particularly evident in the willingness to participate in group activities, to promote contacts development and mutual support.

Sensitivity to other people is the ability to empathize with other people, take their problems to heart, the ability to put themselves into the place of other ones, etc. People with these individuality traits, perceived well in a team and strive to communicate with people.

Stability in human behavior plays a major role in establishing its relationship with the environment. If human behavior is stable, responsible and predictable, then the environment perceives it's positively. If it always unbalanced, capricious and prone to make unpredictable acts, then the team react negatively to such a person.

Self-esteem is the way people look at their behavior, capabilities, appearance and so on, has a powerful influence on human behavior. People with higher self-esteem usually achieve more in life because they set themselves higher goals and strive to solve more complex problems. At the same time, people with low self-esteem are often putting themselves in the position of depending and easy obey people with higher self-esteem.

Perception of risk is an important behavioral characteristic that reflects the individuality of the person. People, who are prone to risk-taking, spend less time on decision-making and are willing to make decisions with less information. With that, the result of the decision is not necessarily worse than results of those, who carefully prepare solution and collect all the necessary information.

Dogmatism usually is the trait of individuals' success with limited sight. Dogmatists see the environment as a focus of threats, refer to authorities and accept

people for the way they relate to dogmas and absolute authorities. Commonly, dogmatists can be people with authoritarian features of success. Dogmatists are not likely to find a large amount of information, quick enough in making a decision, but at the same time, demonstrate a very high level of confidence in the accuracy and correctness of decision-making. It is noted, that dogmatists prefer to work in a well-structured groups, no matter what position they hold in the group. It is noted also, that dogmatists poorly aware of how they spend their time in the performance of work, and that they are weak to cope with the administrative work.

The complexity of understanding the phenomena as a characteristic of individuality reflects its ability to decompose knowable thing on parts and integrate, synthesize general ideas or conclusions about the informed phenomenon. People with high awareness complexity exhibit great ability to process information, consider a greater number of alternatives and adopt more comprehensive solutions than people with low complexity realization. It is noted that managers with high complexity of awareness in situations with a large variety of environments better cope with their responsibilities. This type of leader is more prone to extensive contacts with people than managers with low awareness complexity, and the fact that these leaders seek to use a variety of resources in solving problems.

The scope of control reflects how an individual looks at the source of the factors that determine his/her acts. If person believes that his/her behavior depends on himself/herself, in this case the inner sphere of control (introversion) characterizes a person. If he/she finds that all depends on the case, external circumstances, the actions of others, it is believed that he/she has an outer sphere of control (extroversion). Introverts better control their actions and are more focused on achieving results, are more active and satisfied with their jobs. They like the informal management style, prefer to influence others, but do not like to influence themselves, and also like to hold executive positions. Extroverts, by contrast, prefer formal structure and prefer working under the directive guidance. If they are in leadership positions, the methods of power performance are used widely.

There is significant number of tests and other tools to identify the characteristics of person individuality. In modern management to this matter and this activity the great attention is given. And it is connected primarily with the fact that the success of an organization depends on how well it can tap into that or another human potential that is in his/her possession.

The need to study individual rights is caused by the fact that many wrong conclusions about people, their characteristics, their personality can be made. It is connected with the fact that people with knowledge of others are based on stereotypes, prejudice and unfounded generalizations. Making the wrong conclusions about the identity of people, we create the foundation for hazardous conflicts, scandals, gossip, difficulties in communication and human interaction. It has all the damage to individuals and the organization.

The fact in the necessity of careful and regular study of the organizational members' individual characteristics is not in doubt. However, realizing the importance and usefulness of this type of management activity it is necessary to remember also that the individuality of human behavior depends not only on his/her personal traits, but also on the situation in which he/she carries out the actions. Therefore, the study of person must always be carried out in conjunction with the study of the situation.

Finally, with the study of individuality it should be taken into account the age of person. A person passes his/her life in different stages, which correspond to the different state of his/her individuality. Therefore, drawing conclusions about person's character it is necessary to base on the fact that his/her behavior is largely determined by the age stage on which he/she is. Only taking into account all these factors together may give clues to the understanding of person's individuality, and thus manage person.

In practice, especially at the early stages of the company development, subordinated principle of organizational behavior is severely violated. Director may issue instructions and orders to everyone, not even telling direct supervisor, meaning a violation of one of the basic management principles – unity of command. Thus, the supervisor intervenes in the sphere of competence of his top manager that becomes the norm of behavior, though, in fact, this is the stage of the company development at the early stages, which can be called growing pains.

However, when the company grows, entering new market segments, and a new competitive environment is arising, then comes the need for organizational ordering within the firm. The new specialized departments arise (marketing, advertising, etc.) that are included in the overall work in departments. The need to promote coordination in the organization is exacerbated, especially where units are very "related" with each other, but their employees cannot agree, and also when some department are very dependent on others, but it cannot affect their performance.

Problems grow stronger if the hierarchical ordering of official relations is cultivated in the firm. Then there is a sharp conflict between subordinated and coordinated nature of organizational behavior. This conflict is a major contradiction in the organizational system of the company's management, so there is a need to find the optimum combination of subordinated and coordinated forces in time and space. Consulting practice confirms that this problem may be successfully solved in case that employees experience the related state to the affairs of the organization where they work.

For firms where the attached type of employee is dominated a high level of coordination is typical: the model of his behavior is unifying as "interface" problem is solved. And where the detached type of employee is dominated a high level of disagreement is shown. In the first case, the employees have a panoramic vision

of their front work formed, creating an additional field of open communication. Their result is a wide range of interactions, mutual insurances, mutual supports in solving common problems. In the second case, the employees have a narrow functional vision of work formed – "from this point and to this one" that creates the separate fields of communications. The result of that is the growth of "gaps".

Employees are experiencing the involvement state to the organization when they consider it as "their". This happens only if all the conditions for their engagement in the workflow are created. This culture of relations is based on the principle that the main values are human resources, especially experienced professionals.

The main contradiction of organizational behavior can be driven to a standstill if employees experience the anomie of the company, where they work. This happens when people work through force.

Accession state or alienation can occur in two ways. Completeness of employee's accession to the firm depends primarily on whether the organization in the form of its leaders encourages him/her to self-disclosure of capabilities and commitment as a person can work even from a sense of duty and a sense of enthusiasm for their work.

If the condition of accession expresses deep need of human nature to be a member of the local society, then the state of detachment reflects the formation of knowledge accession of areas that hurts the employee psyche. This self-limitation primarily on what the needs of the employee organization blocks is represented by the manager. If deep need of the personality in recognition of its achievements is locked, then the personal "I" like divides to "I – am here" and "I – am not here." Then the employee begins to look for work by sending resume to recruitment agencies. However, often he can be self-alienated from the organization and at the same time jointed to it in a private manner. This state is typical for situations when the employee feels the discrimination on the part of management, but do not leave the organization because its image is very attractive. He calms himself by working in a prestigious company and proud of it, especially when talking to new friends.

The criteria bases of human behavior treat those persistent characteristics of personality, which determine the choice, decision-making by person about his/her behavior. Of course, on this kind of decisions the objectives that are pursued by the person, the conditions under which actions are unfolded, humor and a variety of other factors are influenced. But with such a variety of factors the behavior of each person is characterized by stability and predictability, certain principles of behavior, criteria of selection and preferences, taboos and other similar moments. Moreover, in identical situations, if it is possible, different people can take a completely different solution. This again will be determined by the fact that they have different criteria base that sets their priorities and evaluate events occurring.

Criteria base of any person behavior is made up of his/her commitment to the people, events, and processes, the range of values shared by that person, a set of beliefs, which follows a person, and the principles, which he/she holds in his/her behavior. All these components of the behavior criteria base are in close interaction, interplay and mutual interpenetration. However, despite the strong interdependence, they can be regarded as relatively separate characteristics of the personality affecting behavior.

The commitment of person to people, certain processes, the environment, work in the organization on the whole play a very important role in the establishment of normal relationships between human resources and organizational environment. One and the same phenomenon or actions that have the same signs and carry the same impact on people can cause different reactions, depending on the fact that people have different commitment to this phenomenon and actions. Reflecting the feelings of the person, the relation to a particular item, attachment makes his/her decisions and actions individual. It is important to emphasize that as usually person has a particular affection for each object or phenomenon, with which he/she encounters in life.

Commitment is characterized by that it is, firstly, invisible, as it is closed in person. On the "surface" only the consequences are visible. Secondly, commitment stems from the feelings that a person has towards an object. Thirdly, the commitment is a point that is located on the axis of the benefits of "like" – "do not like". Commitment has an effect on human exposure and is manifested in the fact that it behaves according to the prior positive or negative attitude toward the phenomenon, object, process or person.

In general terms, the commitment can be defined as a prior attitude towards a person, group of people, events, organizations, processes and things that define positive and negative reactions to them.

The commitment has three components. Firstly, it reflects human feelings towards the object: does person like it or not. This part is called an influential part of the commitment. Secondly, this is knowledge about the object owned by the person. Thirdly, these are intentions about how to behave in relation to the object. Uniting these three components forms a human commitment to the object, in which the dynamic relationship between human knowledge about the object, his/her feelings towards this object and intentions in relation to these objects are reflected.

The commitment of person in relation to the phenomena, processes and people is based on learning, which, in turn, is based upon life experience. Certainly a positive or negative attitude to the object is formed as a result of that, has the object caused satisfying or not. With that, the formation of commitment is passed as attachment by assessing the experience (satisfaction – dissatisfaction) interact directly with the object, and by comparing the object with other objects in respect of which a definite commitment was formed.

In terms of effective management and establishments of good relations in the organization there are following types of commitment:

- job satisfaction,
- enthusiasm from work,
- commitment to the organization [1].

The extent to which workers develop these types of attachments, significantly determine the results of their work, the amount of absenteeism, turnover, etc.

Job satisfaction has a very large impact on the feelings of the person in relation to work, so it can be attributed to the more powerful affection components of commitment. The degree of satisfaction depends on many factors, both internal and external to the person. However, with a large variety of different factors and the directions of their impact on a person, eight characteristics of work are released, of which enough stable the degree of job satisfaction depends on:

- the nature and content of the work,
- amount of work that is being done,
- conditions of the workplace and the environment (noise, light, comfort, temperature, etc.),
- staff,
- leadership (management style, participation in managerial activity),
- payment for work (all forms of remuneration),
- possibility of promotion,
- routine, rules of behavior, etc. [3].

The general nature is inherent for the above mentioned characteristics. When applied to each real work, they can be specified or added, depending on the nature of the organization, its characteristics, and so on. For successful management and creating a positive commitment to the organization, experiments should be regularly conducted to determine the degree of satisfaction of employees with their work.

The character and content of the work has the greatest impact on increasing job satisfaction. It is necessary to consider more detail the impact of individual components of this factor.

For a long time, standardization and specialization of work were considered in practice were a strong source of productivity at work. There was the thought that the higher standardization and specialization, the higher productivity at work. But the relationship between job satisfaction and its standardization and specialization is different. If the work is not completely standardized, the job satisfaction will be low. Along with rising specialization and standardization it begins to increase, but to a certain point, after which it starts to decrease quickly. When complete standardization satisfaction drops to a low-level if the job was not completely standardized. Therefore, leadership should think about how to reduce the negative impact on job satisfaction caused by sufficient specialization and

standardization. The two most common ways to implement this are rotation (movement of workers from one job to another) and expansion of production duties to employees by giving additional tasks.

Clarity of work content, clarity of roles (especially with respect to the contents of two roles), a clear feedback that informs the individual about the results of his work, in some cases, may lead to increased job satisfaction. To the greatest extent, it occurs when there is a clear formal delineation of roles in the organization.

The presence of elements of the call, such as creativity, the chance for the individuals to use their original ability, complexity of tasks, and so on leads to job satisfaction [4].

Enthusiasm from work is one of the strongest preferences that determine how a person coming to his work, to his participation in the process of working together. Two types of passion to work can be distinguished. The first type is a love to work at all, with little consideration of what exactly is involved. This type of attachment was formed through education in childhood, although later in life there would be cases of this affection. The second type is a love for a particular job that a person performs in an organization.

Three aspects characterize enthusiasm for work. Firstly, this is how work takes substantial central to human life (the importance of the job). Secondly, how much the work itself attracts people (labor). Thirdly, how a person identifies a person with work (working attribute). The analysis on these three areas should be done to determine the extent of human passion in his/her work.

Commitment to the organization is considered to be broader, than passion for work and job satisfaction. Commitment to the organization consists of the following components:

- a member of the organization distributes and makes goals and objectives of its value of the organization as its own,
- members are trying to stay in the organization and keep this desire even when it may be disadvantageous for him,
- a member of the organization is ready not only to strive for organization, but also, to sacrifice his/her personal interests to organizational.

Commitment to the organization is a personal feature of each individual. However, this does not mean that management cannot develop or strengthen this commitment. There are several methods that contribute to this [5, 6]. And the most successful modern management system to a great extent is based on the fact that they develop a strong staff commitment to the organization and thus achieve much greater success.

Values, as well as commitment, make a big impact on human preferences, the decisions it takes and behavior in the team. But there is a big difference between values and commitment. If the latter defines human resources' relationship to the object on the principle of "like – do not like", and always refers to a

particular object, the values prefer person on a principle of "acceptable – not acceptable", "good – bad" and others. In this case, the values are sufficiently abstract, live "independently", regardless of the specific person, set in the form of commandments, wisdom, common standards and may be shared by large groups of people. Therefore, if the commitment is always personal, then a group of people becomes carrier of values (for example, the values of the middle class), and each individual receives a set of values that it can change, but which it follows in particular point.

Values can be defined as a set of standards and criteria by which a person follows in his/her life. Values are the core of human personality. They are quite stable over time and not so little. Definitely, values are considered as the regulatory framework and the foundation of morality in human behavior. There are values of two following types:

- values that relate to the purposes of life, desired outcomes, etc.,
- values that relate to the means used by the person to achieve the objectives.

The first type of values include, for example, values that relate to the comfort of life, peace, freedom, justice, social acceptance, friendship etc.

The second type of values includes values related to ambition, kindness, intelligence, responsibility, self-control, etc. The set of values, which a person follows, creates a value system on which everyone judges it, that it is a personality.

Value system is formed mainly in the process of person's education. Many values a person gets under the influence of their parents and other relatives. Value system undergoes development and changes even in adulthood. The organizational environment plays an important role in this. In organizations where employee seriously thinks about the harmony of human values and values of the organization, the serious attention will be given to the combining these two value systems.

It should be noted that education and training play the main role in the formation and development of the individual. The development of personality refers to the period of psychological and purposeful formation – to the teaching. The formation of attitudes and personality development occurs throughout life in a variety of social institutions, where he/she plays different social roles in the family, schools, professional and labor groups, informal groups and more.

### **3. Conclusions**

The general organizational needs and objectives determine main directions of personal development of an individual in the organization, since investing in highly competent human resources should be considered as an important strategic orientation based on developing intellectual capital. According to this there is

the necessity for thorough and regular study of the individual characteristics of the organization's members.

Modern trends of human resource management include improving training of employees, establishing cooperation between departments of the company, strengthening the role of groups in all parts of the company's in problem solving, expansion of all strategic components in the company management.

Human individuality formation is influenced by such major groups of factors as heredity and physiological characteristics of a person; factors, which arise from the human environment; features and characteristics of a person's character, his/her individuality.

The individuality of human behavior depends not only on its personal traits, but the situation in which his/her actions are carried out. Optimal ways of psychological influence and stable personality characteristics determining the choice in human adopted decisions on his/her behavior are based on the characteristic of main forms of human behavior in a social group.

The criteria base of any person behavior includes his/her commitment to people, events and processes, the totality of values, a set of beliefs and principles of which he/she holds in his/her behavior.

Thus, the process of personal development in the organization should be aimed at creating competent, flexible and focused personalities engaged in activities that meet existing and future needs of the organization.

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