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## **DEVELOPING INFORMATION NETWORKS AND FORMING NEW MANAGEMENT PRINCIPLES AN INDUSTRIAL ENTERPRISE**

**Summary.** *The author discusses the concept of forming a corporate information system as an entire complex of technical and organisational decisions prerequisites for developing new management principles, integrated information systems, business application complexes.*

**Key words:** *corporate information system, software, clouds for recourse planning, business process.*

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## **BASIC ASPECTS OF STAFF BEHAVIOR IN ORGANIZATION MANAGEMENT**

**Summary.** *In modern terms the behavior of staff has become more interesting field of research for scientists. The thing is that though today companies constantly undergo progressive changes in technique-technology, their success depends on the staff recruited, their knowledge, intellect, and innovative view-point. They provide the involvement of this innovation in production.*

*As it is known labor, land, capital and entrepreneurial skills are considered as the factors of industry.*

*In industry people work. Thus, when there is case of conversation, the work of people is meant, the productivity of which is conditioned by their behavior in work process.*

*The end of XX century and beginning of XXI century was followed by accelerated scientific-technical and social progress. This has set special requirements against the population recruited from the point of their professional competencies, but their psychology and moral habits, which condition their behavior in work process.*

*Studying these issues and research takes place not only in Georgia but also in foreign countries but less. The personal characteristics of Georgian people are rather different from people of other nation. That's why the study of this issue and the usage of results of researches are of rather big importance. Exactly these issues are examined in teams and groups on the basis of the indicator of Meier-Brigs and "The Great Five."*

**Keywords:** *psychology, conduct, personal characteristics, teams and groups.*

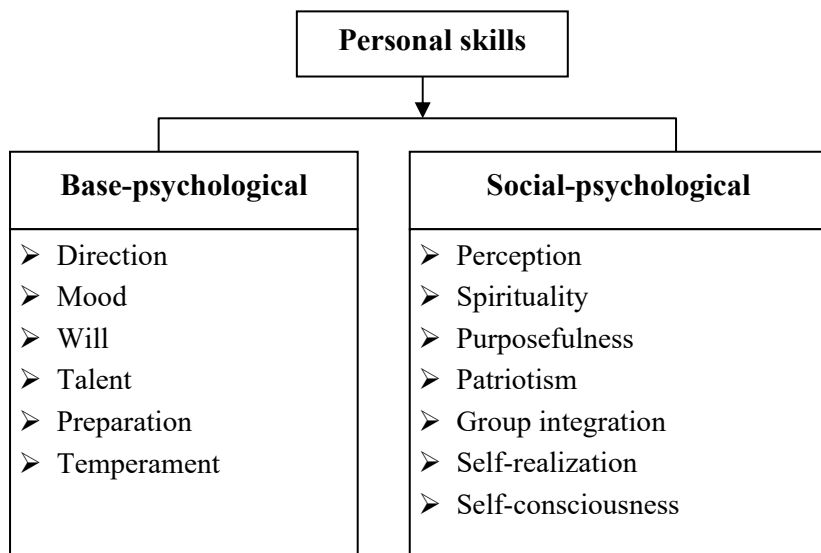
### **1. Psychology of person as the basis for staff conduct in group (team)**

Person is specific human being, who has consciousness and other psychological skills which are characteristic to the modern mankind civilization representative, society's certain social group member, who may live with dignity and get recruited, express respect, observe and create social values.

Human is not born as worker or minister, either careless or professional one; each person has nature which awakes either plant or weeds. The characteristics of person which lay as ground for his or her conduct is divided in two groups: base-psychological and social-psychological skill (drawing 1). Following are the base-psychological habits of person: direction, mood, will, talent, preparation and temperament, which are related to the social-psychological skills, including: perception, spirituality, purposefulness, patriotism, team integration, self-realization and self-consciousness.

Human's skills establish the personal conduct. Personal habits are the summary of those means through which person acts or interacts with others [2, p. 41]. They are often called as the measuring habits reflected by person.

During last 20 years two attitudes – the indicator of Meier-Brigs and "The Great Five" for the determination and classification of personal habits of peoples are used as model [2, P. 41].



**Drawing 1.** System of personal psychological habits [1, p. 39]

**Indicator of Meier-Brigs.** Indicator of Meier-Brigs is the instrument widely used in the world of personal skills. This is 100 question tests about the personal habits, where respondents ask how people feel themselves or act in specific situations. On the basis of answers responded as extravert or introvert, cognitive and intuitive, thinker or sensitive, discusser or perceiver. Let's determine these terms:

➤ **Extravert against introvert** — extravert people are communicative, amiable and are self-convinced, introverts are calm and shy.

➤ **Cognitive against intuitive** — cognitive types are practical ones and distinguish routine and order, they accentuate their attention on details. Those having intuition rely on unconscious processes and view the events widely.

➤ **Thinker against sensitive** — thinkers for solving problems use mind and logic. Sensitive people rely on personal values and emotions.

➤ **Discussor against perceiver** — those who are discussers wish and prefer to control everything, so that their world becomes more organized and structural. The perceivers are distinguished for their compliance and spontaneity.

This classification is further united in 16 types of personal characteristics. Introvert, intuitive, sensitive and perceiver people are distinguished with their ability of imagination. They as usual are characterized with the original mind, strife of own ideas and reasons. They are also characterized with the skepticism, critical mind, independency, strife and even stubbornness. Extravert, cognitive, thinker and discussor people are organizers, also realist, logically minded, analytics and brave ones and have the natural talent of business and mechanic. They like to organize affairs and lead.

Despite the popularity of Meier-Brigs' indicator, it is still to find out whether the Meier-Brigs' indicator is reliable measurement unit of personal characteristics. The majority of facts prove its contradictory [3, p. 590-602].

Against the indicator of Meier-Brigs the "Great Five" model of personal characteristics works which as usual is called "The Great Five" has more arguments. Following are the factors of Great Five: *Extraversion; Readiness for covenant; Honesty \_ measurement unit for reliability; Emotional stability; Openness for experience.*

In difference with introverts extraverts are more satisfied with the own job and generally with their lives. They usually have more friends and spend more time in social environment, than introverts do.

Those making concessions that are those who always agree are happier than disagreed. When people choose romantic partners, friends, staff in organization, give advantage to those who make concessions.

Honest people live longer because they take care of themselves better (they are fed better, exercise more) and in risky businesses they are less involved (like smoking, drinking, using drugs, risky sexual behavior or driving).

People who give high point to the emotional stability are happier than those who give low points. The emotional stability in "Great Five" is more related to the satisfaction with life and job and small stress.

Finally, people openhearted to experience and more creative in science and art fields, are more liberal from political point of view and less religious than those who have low point in openness towards experience.

Personal characteristics being able to make significant prognosis of conduct in organization, as follows: Internal self-consciousness; Theory of Macchiaveli; Narcissism; Self-control; Going for risk; Type A and proactive personal characteristics.

**Internal self-evaluation.** People who are characterized with positive internal self-evaluation like themselves and consider that they are characterized with efficiency, have ability and are able to control environment. People having negative internal self-estimation do not like themselves and doubt their abilities and consider that they are not able to impact on environment.

**Theory of Machiavelli.** The personal characteristics of theory of Machiavelli is named after Niccola Macchiaveli who wrote about using and obtaining power in XVI century: "Person, who has skills of Macchiaveli, is pragmatic, maintains emotional self-retaining and considers that target justifies the means."

**Narcissism.** Person having characteristics of strong narcissism have great impression on himself, requests admiration from others, has great will to benefit from great power and is arrogant. Narcissus thinks that they are the better leaders than their colleagues when their bosses consider them as worse.

**Self-control.** People having the ability to strong self-control are able to act in accordance with the external situation factors. They are rather sensitive towards the external factors and act in various ways in different situations.

**Taking risk.** People based on their will to use chance are different from one another. As a result it is logic to acknowledge this difference and based on the requirements of specific work the tendency of taking risk is considered.

**A type personal characteristics.** Person having A type personal characteristics "is involved in chronic, incessant struggle with full energy and wants to achieve more and more in less time and if it is necessary, for this mentioned contradicts other humans and subjects."

In contradiction with A type, the personal characteristics of B type are completely different. B type person "seldom is in a hurry for obtaining more or indefinitely get involved in lots of events.

**Proactive personal characteristics.** People having proactive personal characteristics use possibilities, reveal initiatives, start actions and act before important changes take place. Despites the limitations or preventions, they impact positively on changes in their environment.

## **2. Social-psychological world of staff**

Scientists write that "behavior is not accidental; the behavior of each person has basic logic as ground [2, p. 3].

The behavior of staff is studied by not a single science. Their number includes psychology at first place. Psychology is science which tries to measure, explain and sometimes change the conducts of

people and other life beings. Psychology studies and tries to understand individual conduct. During the years their interest has been expanded gradually and if earlier they were interested in only tiredness of people in work process, now they study their emotions, perceptions, needs, occupational satisfaction, stress condition and other.

There is social psychology. It studies the psychology of not only separate individuals, but also the groups of humans (collectives) and when we talk about the conduct of staff, and certain group of people is meant under it, who works in the company. "Having being one entire system formation, — scientists N. Eriashvili and A. Stoliarenko write, — the psychology of group belongs to all of its members and not only one certain" [1, p. 45–46]. Even more, French sociology specialist E. Durkgame thinks that "group thinks in completely different way, feels before it is done by the group members as if they were separated." [4, p. 91].

The social-psychological reality of staff in group is shown as such (see drawing 2). The events given on the drawing condition the conduct of staff. The ground for rising these events is the environment, where they live and work. Similar ideas and opinions of staff in group, their interests and requirements, desires and rules of regulation have common source. This source is the union (similarity) of life and activities. This union pushes them to get closer, exchange the ideas, towards joint actions that are similar conduct.

Common is always connecting people, and the difference makes them separated. There is exactly common a lot in the team, even case which the group members jointly handle. More is the common in group more collected is the group and more similar are the conducts of group members.

"Groups" and "Teams" have become the reality of global business-environment, and their management is the most difficult task of modern managers. Organizations are even more convinced in that various assignments and projects are better to carry out by separate individual entities but the teams of workers or "groups." They are even convinced in that people in teams and groups behave in different ways.

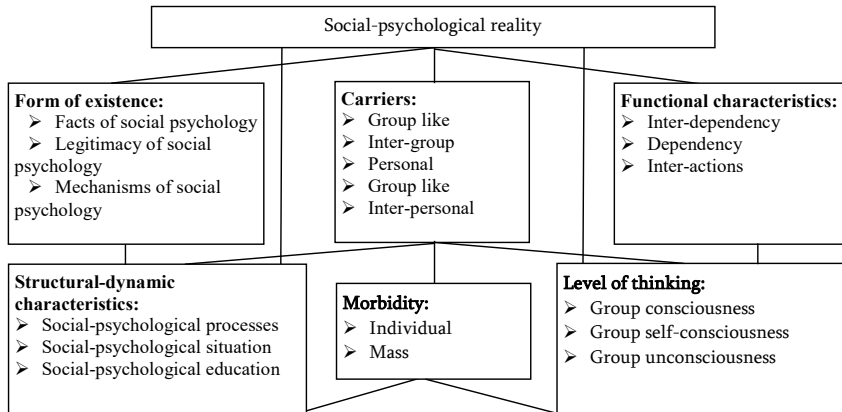
Group consists of two or more than two inter-dependent and inter-impacting people who are united for achieving certain determined goal [5, p. 212].

The world of psychological events in group of people [1, p. 46].

Basically following types are morbid [6, p. 70]:

- Groups of leaders;

- Groups of cross functions;
- Self-managerial functions;
- Targeted groups.



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There are 5 stages for group development: formation, anxiety, organization, works performance and termination.

The stage of formation in group development is first and it has two sub-stages: the union of group (connection) and the determination of style of group structure leaders and objects. Its participants are gathered for this occupational mark (formal group) or under common interests, friendship (informal).

Second sub-stage of group formation is characteristic with right high misunderstanding. At this time, its members know one another; they draw their aims and determine how they conduct in future.

The stage of anxiety is characterized with the conflict among members. Workers realize this, but contradict control and limitations. Conflict in the issue of group management emerges due to diversity of ideas. In certain moment of anxiety the power in group is finally allocated and its hierarchy is always acceptable to everyone.

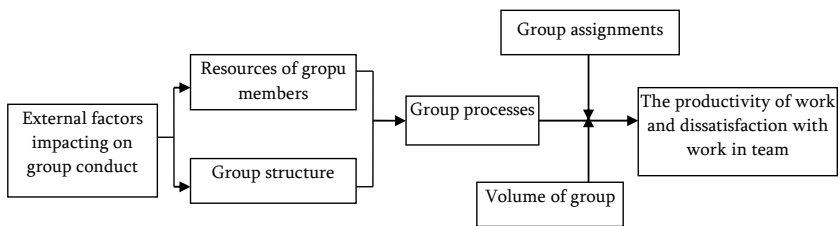
Third – at the stage of organization – the group is gathered and the relevant firm contacts are established among the members.

Fourth – at the stage of work performance group is also gathered, structure is finally established and energy which they spend for knowing one another and establishing certain place is now addressed towards the accomplishment of work. Therefore, at this stage group functions.

If the group is constant, then at fourth stage the way of its development is accomplished and in this form it continues working but if it is temporary, then after certain time passes (which is necessary for the work fulfillment) then the fifth – termination stage starts.

The behavior of staff is different at the stage of group formation. Particularly non simultaneous is the mentioned at this stage of anxiety.

Many factors speak on the group conduct, including: group resources, structure, and volume, satisfaction with work, processes and assignments (see drawing 3), let's examine them:



**Drawing 3.** Model of group model

The individual possibilities of each of them in personal resources of group members and their personal characteristics are meant. Studying the intellectual means and conducts of the members, we may predict future efficiency of any group because the potential of group is the arithmetic summary of maximal opportunities of separate individuals. These opportunities are the orientation point if each of them with the others' support, what they can do.

Group is the organized union and has own structure which establishes the conduct and actions of its members. Following are the internal structure of group: role, norms, agreement, status, gathering, and volume of group and the positions of its formal leadership.

The role in group is the collection of templates which are requested from the person having occupied certain place. As a rule this role is directed to the accomplishment of certain work assignment or for maintaining determined level of being satisfied with the individuals' work.

Each group has certain norms determined, or standards, which are common to all the members including in it. Following are determined under norms: rapidness of performing work assignments, volume of production, and absence from work and so on. Also the norms of celebrating birthdays and events, often clothes are determined.



The agreement means that the group members have common idea and are subordinated under existing norms. Each of them makes the subordination of group norms under own conduct for avoiding conflict situation. It does not oppose the team, even when it has absolute contradiction. It seriously has internal wish to make the own conduct subordinated under the members remaining that is the idea of whole group. This event is called as conduct.

**Status**, is prestige of humans in group, also condition, range, which impacts the conduct of people greatly. This particularly takes place when there is great difference in perceiving its status by the individual entities and remaining members.

Each member of group has official and non official status. This latter establishes the level of education of each of them, also skills, age and experience. Individuals rather simply allocate as people of high, middle and low statuses. For organized work of the group it is necessary to have the official status coincide with the non official.

Also the volume of group comes out from conduct, impacts on its productivity. But here it is necessary to consider the activity of group. It is known that small structure is rapid and flexible. It is more morbid, there are no internal contradictions of conducts, inter-sympathies towards the people and so on.

Group the members of which work in tension for performing specific assignments, use the positive effect of synergy and on the basis of individual and equal accountability, work is called as team. The spectacular strife of separate members (as in sport teams) makes the group become team and owing to synergy, the level of productivity of team is more elevated than the summary of the motioned than the separate members. All the positive of synergy is reached owing to clearly coordinated power.

Team ("groups") are of four kinds: solving problems; self-managerial; cross functions; virtual.

The differences between group and teams are rather big. Team is not only well developed group but also something different. He has other goals, other means for functioning and other requirements towards members and leader.

Team is capable to develop such an energy which no individuals and groups can. The establishment of the mentioned does not happen as a result of gathering staff and their announcement as team. The transformation of several individuals in gathered highly effective the result of rather complicated and long-term process.

First of all, teams and groups differ from one another based on their purpose. Teams are unchangeable in performing the works where main

benefit is taken as a result of maximum effort of individual and extra people that are the members of group are necessary for supporting. During the mentioned structure is the summary of whole parts and the aim is the success of each individual and their inter-coordination.

The purpose of team is contradictory to this. It is useful in this situation, when main benefit is received as a result of joint creation of one product (production, project and so on). In such case the whole is more than the summary of its own parts and the purpose of group only lies in taking synergy effect.

At one glance, teams and groups are not different in their volume of time spent that is quantitative indicators, that is the transformation of indicators but there is one moment when quantitative moves into qualitative that is the transformation of psychology of group members which means the change of conduct and they start active participation in performing the role of leader and allocation of responsibility. With this psychological transformation group already gets power, soul and energy that is established as team. So, one and the same individual behaves in group and team in various ways.

Groups are necessary for organization as well as the teams. Including the choice is decided by the mood of work, human resource and style of managers. If company faces cardinal problem, for solving it is necessary to have integrated and innovation creative attitude, during the moment of making this choice is mainly personal, namely their features, knowledge and their conduct rising as a result.

**Conclusions.** The survey gave us possibility to make summarizing report about the fact whether people's conduct differs according to their individual work or in team or group. Many factors impact on it and when setting the teams and groups managers should take the mentioned into consideration.

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