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BEHAVIOURAL UNCERTAINTY AND MANAGERIAL INSIGHT

This article examines the correlation between organizational and the functional structures on the one hand, and specific types of behaviour as a source of behavioural uncertainty on the other. It features the ten types of behaviour and its specific positive and negative forms. The article outlines the basic characteristics of insight, such as observation and analysis, that help to reveal a particular behaviour in advance. In this context, it defines the role and position of the manager in an organization, where, by using his insight, he can become a regulator of interpersonal relations. If we know the individuals, their respective behaviour and expected changes in their behaviour, we can make appropriate decisions concerning the management system.

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The systematic approach to phenomena and processes endorses consideration of their development, both in relation to internal factors and to the environment in which they occur. When a system is in the process of organizational development, it is exposed to strong influences from the external environment which affects the sustainability of its function. Over time, the "attacks" from outside decrease, but those from inside increase, i.e. the system becomes more resistant to negative external influences, though more dependent on the operation of its structural units. The organizational development of the system conditionally ends when all units through which the functions can achieve goals are in place. The existence of structural units having no function or having redundant functions in practice means an organizational failure. Thus any structure (with its unit) requires the implementation of certain functions and vice versa, each function being associated with certain units in the organizational structure.

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The structure and the functions of an organization determine the formal relationships between its members. Since each unit in the structure performs given functions, various relationships arise between the members of the unit itself, and between the unit and the rest of the units within the structure. It is the content and direction of these relationships that largely determine the functional outcome of the management system. Otherwise this means that it can be very well-built structurally or functionally, with the "defects" in its operation proving to be the product of human behaviour.

Effective functioning of a management system requires, firstly, providing for compatibility between its organizational and functional structures. The possible options of complete compatibility and complete incompatibility suggest that behavioural uncertainty can largely be embedded in the very design of these structures. It is thus because any incompatibility between the units and the functions of a system can

provoke different behaviour in staff ranging from motivated passive to active behaviour in its various forms (opinion, suggestion, manipulation, action).¹ So before assessing human behaviour within a management system we have to evaluate the compatibility of the organizational and the functional structures. The possible variants are presented in Table 1.

Table 1

Compatibility between the organizational and functional structures in a management system

№	Level of compatibility	Organizational structure	Functional structure	Conditions for behavioural uncertainty
1	Full compatibility	Properly constructed	Properly constructed	Do not exist
2	Partial incompatibility	Improperly constructed	Properly constructed	Exist
3	Partial incompatibility	Properly constructed	Improperly constructed	Exist
4	Full incompatibility	Improperly constructed	Improperly constructed	Exist

The table shows that in the four variants of the level of compatibility between organizational and functional structures there are no conditions for behavioural uncertainty unless in the case of full compatibility. In the other three variants it exists to various degrees, or, in these cases, the management system itself generates an environment of uncertainty in staff behaviour. One of the most common errors in organizational design is to assign the units to functionally cover a large number of procedures. This leads to excessive particularization that actually slows down the management process.

It is well known that a management system functions more effectively with fewer and simpler procedures. The imposition of a large number of procedures and their excessive particularization on the one hand restricts free response to different situations which may arise during the implementation of the management process, and on the other, it increases violations via a failure to comply with meticulously stipulated duties. Moreover, the violations are on both sides – one that cannot provide for the exact implementation of the details of the procedures, i.e. their author or the person responsible for their implementation, and the other that will actually follow and execute them. This, in practice, is a source of high uncertainty in the management system. “Sinking” into the details of overprescribed duties

¹ See *Kamenov, K.* Management Process and Managerial Behavior. Veliko Tarnovo: Abagar Publishing House, 2009, p. 235.

restricts the ability to respond to changes in the environment (internal and external) where instructions are executed. Actions outside given powers become violations. Failure to comply, due to changes in the environment, is a violation. In this sense, action and inaction lead to a negative outcome. This is transferred to the authors of over-detailed procedures, or, in this case, everyone is a loser. Of course, greater freedom, which can be promoted via the nature and content of procedures that promote initiatives, should be linked to the respective responsibility.

Uncertainty in the management system can also be created where the positions related to the units and functions in the structure are determined in a biased way. This gives rise to another incompatibility between positions and certain functions that do not conform to the intended design. This, if coupled with the increased behavioural activity of the person, appointed at an arbitrary position, generates behavioural uncertainty in the management system arising from incompatibility in the functional structure and the units of the management structure.

The subjective mistakes made both in the design of the organizational and functional structure of the management system, and in the assignation of positions, are just some of the possible causes of behavioural uncertainty. Another, no less important, part in this respect is the behaviour of individuals. If the individuals, their respective behaviour and expected behavioural changes are known, appropriate decisions can be taken concerning the management system. An attempt to systematize the different behaviours that trigger an environment of uncertainty gives us the following specific forms²:

Table 2

Types of behaviour that create an environment of uncertainty

№	Types of behaviour	Characteristics
1	Total denial syndrome	Nothing is accepted, all is denied
2	Syndical behaviour	A person who pretends to be very competent but practically is able to do or does little (or nothing).
3	Aggressive behaviour	Always ahead using all means and at any price
4	Adjustable behaviour	Waiting to see "how the wind blows".
5	Behaviour of active favorability	Seeking benefit at any cost
6	Ambivalent behaviour	Mixed feelings in relationships
7	Syndrome of total agreement	Nothing is offered, anything is denied
8	Behaviour of motivated passivity	Disagreement with some things motivates passivity
9	Modeling of alleged, mock enemies	Manipulation of others to justify actions with an alleged enemy
10	Displaying desires and aspirations not consistent with abilities	Seeking an external compensator to disguise the lack of professional qualities

² The author's definition of the types of behavior that provoke an environment is based on management practice and his participation in the management process experience.

The institution gives powers, which may not always correspond to the professional qualities of individuals occupying different positions in the organizational structure. The problem arises when it is assumed that the powers of the institution add to the qualities of the personality. As a result a lot of individuals having no necessary professional qualities, but appointed at key positions in the management hierarchy, manifest the behaviour of having such qualities. The attempt to disguise the lack of qualities is often associated with one or more forms of behaviour that create an environment of uncertainty. In this regard it is important for a manager to have the ability to recognize different forms of behaviour that often mask the lack of professional skills and disloyalty to the company (organization). For this purpose, the manager must possess a very important quality - insight. From a psychological perspective on this is the ability to observe, analyze and foresee. Some authors³ equate between insight on the one hand and the skill of observation and analysis on the other. What is observed comes down to personality traits, emotional and character features. Proper analysis allows the structuring of the image of another person, i.e. insight is associated with the "human-human" relationship.

To be seen by the manager, the types of behaviour mentioned that create an environment of uncertainty should be monitored in terms of their various forms. These will be addressed in two ways:

a) a positive form:

- ethics;
- loyalty;
- creativity.

b) a negative form:

- uncontrolled rumor;
- clichéd reactions;
- manipulation.

Each manifestation of a particular behaviour can be:

- clearly expressed;
- found if carefully monitored;
- not found.

Although there may be other expressions of the behaviours presented that create an environment of uncertainty, the above are considered some of the most important for the management environment.

The various forms of behavioural manifestation, creating an environment of uncertainty are classified in Table 3.

The table presenting the various types of behaviour that generate an environment of uncertainty suggests that in 20 cases the behaviour is of a negative type and, in only 6, of a positive type, three of which are not found, but are possible to occur over time. Forms of negative behaviour with pronounced

³ *Zazikin, V. G. Psychology of Insight. Moscow, PAGES Publishing House, p. 26 and 27.*

negative effects are clichéd reactions and manipulation, which can be found using careful monitoring.

Table 3

Forms of behavioural manifestation, creating an environment of uncertainty

Types of behaviour	Forms of manifestation														
	Positive form						Negative form								
	Ethics		Loyalty		Creativity		Uncontrolled rumors		Clichéd reactions		Manipulation				
	Clearly expressed	Found if carefully monitored	Not found	Clearly expressed	Found if carefully monitored	Not found	Clearly expressed	Found if carefully monitored	Not found	Clearly expressed	Found if carefully monitored	Not found			
1. Total denial syndrome										+				+	
2. Syndical behaviour														+	
3. Aggressive behaviour								+						+	
4. Adjustable behaviour		+													+
5. Behaviour of active favorability										+				+	
6. Ambivalent behaviour										+				+	
7. Syndrome of total agreement		+												+	
8. Behaviour of motivated passivity														+	
9. Modeling of alleged, mock enemies														+	
10. Displaying desires and aspirations not consistent with abilities														+	

Having analyzed the various types of behaviour we can describe them as follows:

- *Total denial syndrome*. This behaviour is characterized by clearly expressed clichéd reactions; careful monitoring can spot manipulation. Clichéd reactions are natural here, because of the unreasonable denial of everything and the non-acceptance of anything. Such people are always in opposition, which is mostly unfounded. If their behaviour is carefully monitored we can see attempts to manipulate others and to take them for creative individuals. It is not difficult for a manager to perceive such type of behaviour; the problem is how to deal with such people. What is useful in their behaviour is only this part of it which coincides with certain

constructiveness, initiated by other members of the group, and only if it is recognized. Moreover, the propensity of such individuals to manipulative actions can often affect the behaviour of some members of the group in a negative way. One possible approach to mitigate some of the total denial of such individuals is to assign tasks with a clearly defined deadline and target. Giving greater discretion may provoke their offhand rejection of individual activities in the manner of their assignment, as well as doubts about the way management decisions are assigned for execution.

● *Syndicate behaviour*. This is the behaviour of people who demonstrate good awareness of a variety of things within and outside professional commitments, but are able to perform nothing specific or just a few tasks. Often, such individuals may mislead the members of the group that they are creative, but over time the lack of results from their informedness puts them in rightful place. By careful monitoring the manager can perceive clichéd reactions and attempts to manipulate the other members of the group. It is not surprising even for some ethics and loyalty to be traced in the behaviour of such people, but they are not inherent to the overall behavioural assessment. What is specific of this type of behaviour is that it may initially mislead the manager into thinking that these are creative people. Over time, however, when assessing the results of their work it becomes clear that this is not so. To work with such subordinates is not an easy task for the manager because they have succeeded to impress on the individual members of the group that they are creative. So any negative reaction to them would not be accepted with understanding by some members. The aim of a manager is to raise the awareness of the members of the group to the assigned, but not executed, tasks allocated to people with this type of behaviour. This will nullify the instilled suggestions about creativity. The system of incentives and development can also be used to put the group members with such behaviour in the place where they belong.

● *Aggressive behavior*. This kind of behaviour is characterized by pronounced manipulative actions. However, some creativity may occur, though it is not noticeable in everyday professional contact but in certain situations. These are people with a desire to dominate in relationships with others by imposing opinions, suggestions and manipulative actions. Striving for continuous self-esteem makes the other group members feel exposed to aggression. Therefore, they are limited to formal contacts imposed by their position. The most frequently observed behaviour is a disregard for the opinions of others and they strive at all costs to prove that their own viewpoint is correct. Such individuals may have some creative potential, but, given their overall behaviour, it may not be noticed. In their relationships with the manager they may not always exhibit such behaviour, but it can occur while performing the tasks they were assigned. This can be expressed through their undue correction or creative interpretation while persuading the manager that this was the right decision. Therefore, if possible, no tasks with high responsibility and high impact on final results should be assigned to such subordinates. Possible conflicts with members of the group and the manager caused by their aggressive

behaviour - especially due to the isolation in which such people find themselves - frequently force such individuals to change jobs.

● *Adjustable behavior.* The reason for including this type of behaviour within the group of behaviours that provoke an environment of uncertainty is the wide range of reactions of those who possess it. This does not allow them to be an operative support, both to the members of the group and the manager. Individuals with such conduct can be ethical in certain situations, if necessary, but careful observation reveals clichéd reactions that are frequently used in their relations with others. All this is done in view of the situation and to avoid possible tensions, which is often necessary. The impression they make on others is that of team players, but this can be changed at the first conflicting situation when they need to take sides. To adapt to any case, such people may also take well-masked manipulative actions, which is also part of their adjustable strategy. Managers can hardly rely on such subordinates, especially if the performance of their professional duties requires taking a clear and firm stand in solving specific problems. Therefore, if such behaviour is detected in time, such individuals are usually assigned routine tasks that do not require active relationships along the vertical and horizontal planes of the management structure.

● *Behaviour of active favorability.* When a person thinks and cares less about the results of their behaviour at the expense of complying with the opinion of another, they are prone to unstable behaviour in their relationships. "Nothing brings us such evils as listening to rumor and taking for the best the things that enjoy general approval ..." ⁴ These thoughts of Seneca express the philosophy of active favorability – from where it springs and what it brings to those who are prone to such behaviour.

If we accept the arguments of psychologists that the behaviour of active favorability is actually a normal human reaction to change in which individuals can draw certain dividends, then where does its negative assessment spring from? The answer to this question is that it is a source of surprise compared to the expectations of others. As a "soft" form of aggression it is different from the "hard" form in the lack of clear notice, which creates the moment of surprise. With careful monitoring of their manipulative actions, clichéd reactions in certain situations and uncontrolled rumor may be noticed in the behaviour of such people. All this raises an important question for the manager - How do we recognize it in advance?

Making no claim to be exhaustive, we can consider as symptomatic of active favorability such personality traits as: ⁵

● *Servility to those in power.* The need for the possession of power lies in human nature. This is associated primarily with a genetically determined aggressive

⁴ Seneca. On the Happy Life, Sofia, State Printing House 1927, p. 5.

⁵ See Kamenov, K. Values and Asymmetry in Individual and Group Behavior. - Economics 21 Magazine Svishtov: Tsenov Academic Publishing House at Tsenov Academy of Economics, 2011, Book 1, p. 112 and 113.

drive. Servility and blind obedience to those in power can be a clear sign of active favorability. In fact, the manager must see that servility is not related to his personal qualities, but to the power he has. A change in the person in power naturally leads to a change in the object of servility.

- Frequent change of views on important issues. There is a saying that a person leans on what is stable. A person, in whose behaviour there is no consistency and who frequently changes views on one thing or another, can hardly be a support. Active favorability in these cases is obviously directed to seek not the right view, but the lucrative view in terms of personal interest.

- Lack of ability to defend an independent position when solving important problems. Usually in such cases, active favorability is an attempt to support the winning position at the expense of neglecting personal opinion. If, however, the supported side turns out to be the losing one, the person easily backs it and supports the actual winner.

- Communicating with a person not because of his personal qualities, but because of the proceeds from his social position. In contrast to servility to those in power, here the situation is different. The objects are pre-identified and then ways to "enter into their orbit" are sought. By careful monitoring, the manager may find that such individuals habitually attend public events with major celebrities.

- Creating pseudo-friendship links for purely personal gain. Over time this can be seen by the members of the group and these people are isolated.

- Unscrupulous actions in pursuit of gaining power and wealth. Lack of control in such behaviour is the most obvious sign of active favorability. Usually in this case there exists a combination of aggression, servility and pseudo-friendship links. All is directed and subordinated to the goal.

By careful monitoring and symptomatic assessment the manager can detect active favorability in varying degrees in each group member. Moreover, he also possesses certain features of such behaviour. It is unthinkable to believe that the elimination of active favorability is possible, both at a personal and public level. This is because it is related to the survival component, which is genetically set in the human psyche. It is therefore necessary to create mechanisms to regulate the behaviour of active favorability within certain limits that will ensure normal relations in social systems. In this respect, an important regulator may be the system of moral norms.

- *Ambivalent behavior*. There is, in particular, a direct connection with an ambivalent situation and the "human-human" relationship. In essence, it is an expression of a particular mental state, which can lead to a radical change in human relations. In a management environment ambivalent behaviour may be found in different combinations:

- superior-subordinate;
- between members of a department, offices, etc.;
- between functional managers;
- between senior managers and their subordinate managers, etc.

As more important sources of ambivalent behaviour in management we can identify:

- impulsive actions, where emotions overrule reason. The moral fibre of a man is measured in how he reacts to emotions. Distorted emotional education is often the cause of active favorability, where most people lose their own "self". A manager can recognize subordinates having ambivalent behaviour who, when affected by excessive emotions, are not able to refrain from the pursuit of small, immediate gains, thus risking far bigger and lasting benefits;

- mental health and mental instability. Ambivalent behaviour may be due to an uncontrolled release of accumulated psychic energy. Someone displaying such behaviour acts impulsively rather than rationally. Sense as a form of instinct must give way to rational logic. Thus, human relations will not be based on the situation, but on the trend;

- discrepancies in assessment as a basic source of ambivalent behaviour. These relate mainly to the possibility of setting double criteria in assessing a problem. Duality in estimates is a dangerous moment in management because it can lead to making contradictory managerial decisions, creating a high degree of uncertainty in the management environment. Objectification of the criteria can only be accomplished using broad professional involvement. The logic of the management process is such that it prevents ambiguity in goal setting. To release initiative and creativity, and to motivate people to action, it is necessary to apply a specific management approach with clear requirements for subordinates and the performance assessment system. Moreover, it should not be forgotten that every man has very individual needs, which excludes a universal approach to gain their satisfaction;

- discrepancies in motivation - each person is first and foremost a human being, then a manager, an expert, a scientist, etc. An essential element in revealing human potential is to distinguish between purely human and professional needs. The cover or replacement of some needs with another is out of the question here. Disadvantages, however, in the system of motivation in both directions can lead to ambivalent behaviour. Very often, unreasonable attempts for career advancement incorporate ambiguity in the relationship as compensation for purely human unmet needs. Substitution of some human values with others always creates dissatisfaction and lack of motivation. Career advancement in order to enter the elite is often accomplished at the expense of many compromises in human terms, which are essentially ambivalent behaviour;

- flaws in human nature, shown in everyday life such as envy, hatred, etc. After all, in human relations one cannot dictate the behaviour of others towards one's person. But very often, without any sound reason except for mood, we observe changes in attitudes towards others, caused by weaknesses in human nature. Undoubtedly such attitudes can be attributed to family background, general culture, etc. However, there is an unproved rule that people with higher status in the social hierarchy disguise it with a cunning, professional mask. This creates a

lasting negative ambivalent attitude that is reflected in the social climate and professional results.

Accounting for the sources of ambivalent behaviour, a manager can control the occurrences of various related symptoms and take preventive action. However, the best policy in this direction is the lasting elimination of "outbreaks" of ambivalent behaviour in organizations.

● *Syndrome of total agreement.* Such people are usually ethical, which is clearly visible. Their loyalty can be uncovered via careful observation. However, in time, their clichéd reactions are easily perceived. Through these, they have secured in practice such an arsenal of means of expression through which they always seem to agree with everything by suggesting nothing and not denying anything. Their acceptance by members of the group is very high, until they need to participate jointly in solving problems which requires active behaviour. It is also not difficult for a manager to work with such subordinates, but when he needs an opinion on a particular issue in the best case he gets a confirmation of his own. Indeed there are those managers who do not tolerate opinions different from their own and in such cases subordinates with this behaviour completely fit into their working patterns. However, smooth autocratic solving of complex problems is not in the interest of the organization as a whole. In this case wrong ideas are created about the exceptional qualities of the boss, which is actually an authoritarian style of work.

The agreeability, ethics and loyalty of people who exhibit the behaviour of total agreement do not allow, on the whole, for others to have a negative assessment of their presence within teams.

Only continued accumulation of the impression of exclusive passivity in the manager and members of the group can change attitudes towards them.

This type of behaviour is similar to the adjustable type, which is also characterized by high ethics. But in this case there are no manipulative actions which are pronounced in the latter type of behaviour. This makes it more recognizable. In the total agreement type, however, managers can hardly recognize it in advance. It takes time to observe specific actions in the workplace and the relations of such people with the others. The environment of uncertainty in this case is provoked by the lack of response on important issues for the organization because of the total agreement with the opinions of others or the superior. Thus, such people always agree with the mode of action whether the solution to a problem is right or wrong. For an organization they pose a danger if they increase in number. Otherwise, organizational tolerance could be achieved by assigning routine activities that do not require active behaviour.

● *Motivated passivity.* This behaviour is caused by disagreement with the way in which to solve certain problems in the organization, as well as by the specific actions of the manager. The choice of motivated passivity is in essence a reaction to certain unprincipled decisions and actions by the manager. Such people can be loyal and creative, which is not noticeable in ordinary life, namely because

of their passivity. The deep internal disagreement with certain decisions and actions in the organization does not exclude the ability to solve problems in people with such behaviour. On the contrary, often in a suitable situation, they can be provoked to show their creativity. Most often these are people with good potential, but due to peculiarities in their character and their special feeling for justice they have developed, it is not shown. In the group they seem more reclusive and passive, but this does not preclude an attitude to problems. Motivated passivity behaviour also provokes an environment of uncertainty namely due to a lack of professional response to problems. This allows other, more active, members of the group to actually participate in solving problems, although professionally they do not stand higher than the passive ones. Naturally, this affects the quality of results.

Managers must pay good attention to the behaviour of such employees. More important in this case is to understand what motivates passivity. Often this can be an unfair attitude towards them (according to their estimates), and the lack of free expression of opinion, due to an inappropriate social climate or attitude towards others. The latter is common practice with motivated passivity, especially when members of the group are tolerated who, according to the general feeling, do not have the professional qualities and potential. Motivated passivity can spread over a large part of the group if they have common basic values. This leads to a strong lowering of motivational attitude of more members of the group, which affects the final results.

Problems of motivated passivity should be resolved in two ways:

- firstly, leaders should not allow for biased toleration of group members of and for solving problems in the interests of individual members or a minor group;
- secondly, the presence of motivated passivity among individual group members must be detected promptly. This is made feasible by the fact that such behaviour arises at a certain stage in the work of the team when management makes the relevant decisions and actions that motivate such behaviour. Only an open and casual dialogue with such subordinates can change their behaviour and ensure their activity, while revising certain decisions if it is really necessary. This will prevent the development of this behaviour over time, which may involve other members of the group. Virtually, this is lost potential for the organization.

• *Modeling of alleged, mock enemies.* Such behaviour is characterized by clear manipulation, clichéd reactions and uncontrolled rumors, i.e. it combines all forms of negative expression. It most often seeks to justify certain actions using an alleged enemy. People who have such behaviour usually see the reasons for certain setbacks in the group outside of themselves and ascribe their own failures to the mock enemy. What is interesting in this case is that if we follow who in the group are targeted by these hostile attacks, we will find that these are mostly good professionals and successful individuals. In this case the purpose is twofold – on the one hand, to justify their own failures and, on the other, to downplay the success of others. All this is supported by uncontrolled rumors against these people and an elaborate clichéd reaction to create the image of the mock enemy.

For all their failures, such individuals have a ready explanation – to create the image of the alleged enemy. Moreover, it can be altered depending on what is to be justified and what the situation is in order to "come off clear". A mock enemy is a convenient way to justify a professional failure or personal ineptitude to solve problems of a private nature. When communicating with other people, such people always use the opportunity to indicate who the mock enemy actually is. So, the enemy is embodied by a member of the group or another person outside it. Moreover, it can easily be seen that such a characteristic may be ascribed to different group members depending on what needs to be justified. Thus, individuals with such behaviour are easily detected because a mock enemy may turn out to be any person, including those who enter into the role of the audience. Chronic dissatisfaction with everything and everyone makes such people unwelcome in the group which results in their isolation, and this reinforces their faith in the existence of an alleged enemy.

It will not be difficult for a manager to detect people with such behaviour. Moreover, he has insight into relationships in the community which helps him easily outline the direction in which such individuals seek a mock enemy. The problem here is how to counter such behaviour. This is not an easy task, because the manager himself can take the role of an alleged enemy. One of the possible ways to limit such behaviour is to minimize uncontrolled rumor. There are formal and informal relationships between members of an organization that underlie the development of respective behavioural networks. Whereas forms and mechanisms to regulate the former can be developed, relationships in informal behavioural networks are of various densities, which are hardly detectable. They, exactly, can become a specific source of phobias that provoke the seeking of an alleged enemy. There is hardly anyone who has not been informed in a very benevolent way about something which the source of information was told by someone, who heard it from someone else, etc. until interest in the actual source is lost. This is how information in the informal behavioural network circulates about things that have happened in reality or half-truths, and very often it is used to disclose false information. This whole process of the informal circulation of information is powered by uncontrolled rumor. Moreover, any attempt to reach the original source of rumor is usually doomed to failure. And very often, while transferred along the information chain in the informal behavioural network, it changes to such an extent, depending on the interests involved, that even its creator may not recognize it.

Uncontrolled rumors are a social phenomenon, a product of certain social conditions. Their occurrence is associated with a favorable environment in which they can develop and are a source of extraordinary fear, inadequate to the actual situation in society and interpersonal relationships. This environment of high uncertainty can form in the minds of some people suggestions of a mock enemy. Thus, the mechanism of its creation can be both public and interpersonal, but it provokes behaviour that highly hampers the function of the management system. One way to counteract uncontrolled rumor is to cut the chain along which it is

distributed. This means abstaining from satisfying our innate curiosity and taking or distributing information concerning other people, if it has no clear source. These people must be aware that if they cannot identify the source, they become such. This could also be put in a legal form.

● *Displaying desires and aspirations not consistent with abilities.* This is the behaviour of the same forms of negative expression as with the modeling of an alleged enemy. In the part concerning the mock enemy they coincide. The difference here is that members of the group and those outside it are given suggestions of desires and aspirations that are not supported professionally, especially when there are no close professional contacts and this can be accepted as truth, which is the goal of people of similar behaviour. Autosuggestion can reach such dimensions over time that the author takes the suggested as absolute truth. Correspondingly, he starts to behave as a person who expects something in time. Of course, if the formal relationships within the organization are well-structured and clear this cannot happen. Where informal relations prevail, it is possible such people will be given hope. Moreover, in certain interests, they may even be encouraged. In both cases, conditions are created for conflicting situations that affect the uncertainty of the behavioural environment. In the first case they are formed around possible rejection to meet the desires and aspirations of such people, which is quite natural because of their professional incompatibility. Thus, the image of the alleged enemy in the face of the manager, respectively management is formed. In the second case, when such behaviour is tolerated, conflict is formed, on the one hand between the subordinates who cause it, and on the other, group members who are of better professional standing than them. These can develop as quite lengthy aggravated relationships within the group. In these cases, behaviour is shaped in a similar way to that of creating the image of an alleged enemy. All this generates a high level of behavioural uncertainty, which affects the final results.

The behaviour of displaying desires and aspirations not consistent with abilities can develop over time in two directions. In the *first* one, it becomes obvious that such desires cannot be met due to professional differences and as a result, the individual leaves the organization. This is the most natural way to do away with such ungrounded claims. If this person stays in the organization, it will seriously aggravate interpersonal relationships, which will require the application of a disciplinary approach, i.e. his dismissal from the organization. In the *second* one, since informal relationships prevail over formal ones in the organization and, due to highly biased behaviour of the management, the desires and the aspirations of individuals with similar behaviour are met. This will lead to a serious deterioration of the social climate which will affect the overall activity of the organization. Some of the staff may respond with motivated passivity, and others who are in serious noncompliance with this approach to staff development may leave the organization.

It is easy for a manager to perceive the proclaimed desires and aspirations of individual members of the organization which are not backed by appropriate

professional qualities. More importantly in this case, is his subsequent reaction. The right one is to suppress such aspirations immediately for they may be a source of high behavioural uncertainty caused by complicated interpersonal relationships over time. Any compromise would imply a progressive deterioration in the social climate.

Although the ten types of behaviour forming an environment of uncertainty are selected purposefully because of the marked negative reaction, it can be seen from Table 3 that there are also positive forms. That is why it cannot be assumed that the behaviour of a person is entirely in the negative plane, i.e. there is always an opportunity to search for a specific approach for detecting the positive. In this case, specific forms of behaviour, which in their majority provoke an environment of uncertainty are examined. Regarding the forms of expression analysed, they are structured in positive and the negative directions in terms of professional relationships and affect horizontal links with the members of the group, and vertical ones with the manager.

Careful analysis of the various forms establishes an overlap between different behaviours. This is seen, for example, between the behaviour of motivated passivity and adjustable behaviour, as well as between the modeling of alleged, mock enemies, and the behaviour of displaying desires and aspirations not consistent with abilities. In this sense, only careful monitoring by the manager of the various forms of manifestation over time and in-depth analysis of causation for each of them can provide the insight and a timely reaction by management.

A manager's insight will be greatly assisted in defining the different types of behaviours that provoke an environment of uncertainty if the object of observation is the emotional state, personality and character traits of subordinates⁶. Everyone is guided in their behaviour by certain internal drives, which can often remain unexplained, even to themselves, but with careful observation certain symptoms can be noted. Although insight is not equal to psychological analysis and competence, elements of these find their place in it. This is because the future behaviour of a person can be guessed namely by the individual reactions associated with emotional distress and character features. Or, in this case, if the manager carefully monitors and precisely defines the different behaviours that trigger an environment of uncertainty, he would be able, to a high extent, to prevent the possible consequences of such behaviour. So the manager will have, in advance, information that would allow him to make the right decision for every possible situation and possible reaction of his subordinates. In this case, it is not about making hasty and unjustified decisions, but about a possible willingness to make a decision which will prevent the development of complicated interpersonal relationships and an aggravation of the social climate in the organization.

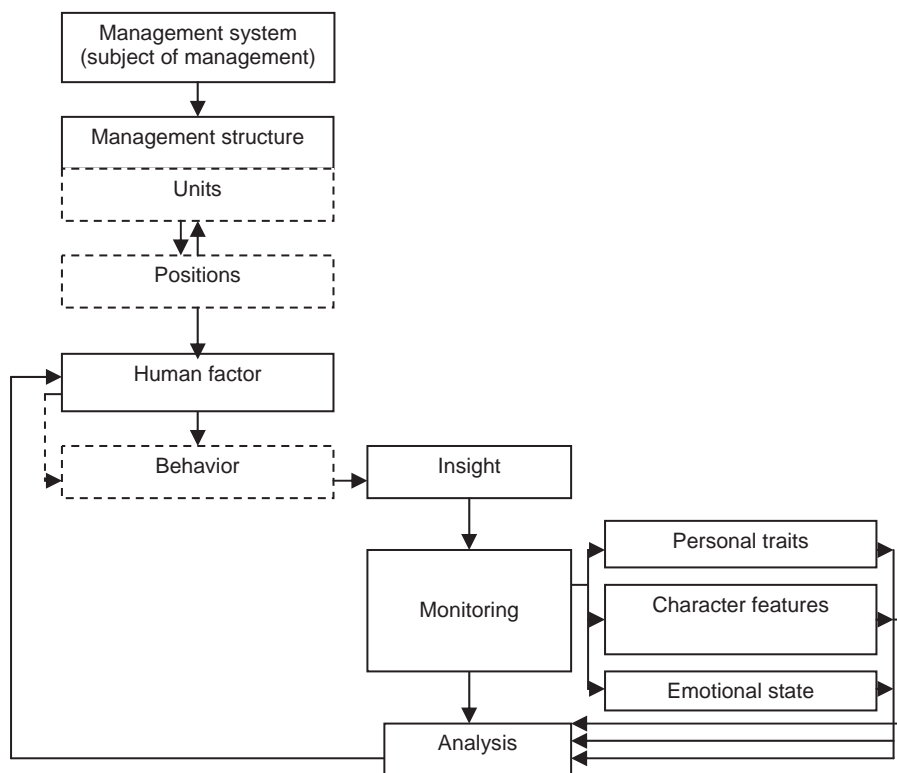
Of course, before trying to define the role of managerial insight for reducing or preventing behavioural uncertainty, we must ensure compatibility between the

⁶ *Zazikin, V. G. Op. Cit., p. 27.*

organizational and functional structure of the management system. They can also be a source of behavioural uncertainty; moreover, it can be to a large extent independent from personal behaviour. So, both structural conformity and specific behaviour in the management system associated with various personal effects are to be included in the general diagram of behavioural uncertainty and managerial insight. The general diagram looks like this:

Diagram

Structural and behavioural compatibility in a management system*



* The diagram uses elements from *Zazikin, V. G. Op. Cit., p. 27, Fig. 1.*

It can be concluded from the diagram that if the human factor has the right place in the management structure and there is managerial insight into its behaviour, uncertainty in the management system will be reduced to a great extent.

Insight as managerial ability is related to “human-human”relationships in a certain order. In this sense it is related to specific situations that require a reaction

of the manager beforehand. This, however, does not change in any way the possibility of various types of behaviour occurring that create an environment of uncertainty in future periods. Of course, the orderly interventions of the manager in due time may reduce negative behaviour, but this does not solve the problem principally, because what is attacked in this case is the effect, not the cause. This leads to an important question – what is the basis of different types of behaviour that trigger behavioural uncertainty? Of course, the causes may be sought in different areas, but the major ones are the socio-economic system, social systems and the genetic code of the individual.

The basis for the formation of an environment that creates conditions for normal functioning of institutions and ethical interpersonal relations is the socio-economic system. It also affects the development of an environment, suitable for the social systems of which the most important is the family. As to the genetic code of each individual, it may to some extent be regulated as a possible behaviour by the social systems and the socio-economic system if they function properly. As far as managerial insight is concerned, the three factors above cannot be influenced, because they have already formed the basic values of the individual, which are manifested in the course of the management process. It is through recognition in advance of possible expressions of behaviours provoking an environment of uncertainty that an adequate managerial reaction is ensured, thus providing for the higher efficiency of the management system.

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