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**Integration of organizational behavior methods into the personnel  
management system**

5.2.6. Management

**ANNOTATION**

dissertations for the degree of candidate of economic sciences

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**Relevance of the research topic.** In the context of intensifying competition, financial and economic instability, and a new geopolitical situation, the sustainable development of an organization and the strengthening of its market position in the long term are determined by the effectiveness of the management system. A necessary condition in this regard is to minimize the risks of corporate conflicts, eliminate unethical business practices, and mitigate the contradictions between the interests of management and staff.

Unlike the crises of 2008 and 2014, which were primarily of a financial and economic nature, the current crisis is characterized by the simultaneous impact of such factors as: sanctions restricting access to international labour markets and technologies; the relocation of skilled personnel; the disruption of global value chains; and the historically low unemployment rate in Russia, which is creating a “job seeker’s market”. Under these conditions, formal practices for managing staff behaviour lose their systematic nature and become reactive and fragmented. Domestic and foreign studies show that investments in the long-term development of talent are being replaced by short-term strategies of “poaching” and increasing salaries. However, the theoretical framework and empirical models of organizational behavior, developed under stable conditions or in the context of previous crises, do not fully take into account the new reality. In particular, foreign concepts focus on the “strength of the HR system” and the strategic choices of management, while the role of informal institutions (values, norms, traditions, behavioral stereotypes) as a proactive compensatory mechanism is not fully considered.

Despite the significant number of studies devoted to managing organizational behavior in conditions of crisis and uncertainty in the external environment, the question of the role of informal institutions as a compensatory mechanism in the context of the fragmentation of formal practices remains insufficiently studied, especially in the context of the Russian specifics of personnel management. Thus, in the industrial sector (in particular, in mechanical engineering and metalworking) in Russian regions, where a significant portion of

defense and civilian high-tech production is concentrated, the personnel shortage is exacerbated not only by external sanctions restrictions but also by the internal migration of engineering and technical specialists to large agglomerations and abroad. At the same time, formal KPIs and grading systems, adapted to stable conditions, turn out to be insufficiently flexible to retain employees with unique competencies, which requires a review of behavioral models at the level of workshops, project groups, and management teams. Regional differentiation in the level of wages, access to social infrastructure, and career trajectories creates additional challenges for unifying approaches to organizational behavior, which makes it necessary to take territorial factors into account when developing practical recommendations.

The relevance of the dissertation research is determined by the need to study the phenomenon of organizational behavior and the mechanisms for integrating its methods into the personnel management system in the context of the new economic reality. Key documents, such as the Decree of the President of the Russian Federation dated May 7, 2024, No. 309 "On the National Development Goals of the Russian Federation for the Period up to 2030," set ambitious tasks for the country, including: "ensuring economic growth rates above global averages"; "digital transformation"; and "creating opportunities for self-realization and talent development." To achieve these goals, it is necessary to transition from extensive management methods to intensive ones, where creative and highly productive labor becomes the main resource.

As President V.V. Putin noted in one of his addresses to the Federal Assembly, "productivity is at the core of everything... We are talking about a profound, qualitative transformation of the entire economy." Integrating organizational behavior methods is a direct tool for such a "qualitative transformation," enabling an increase in productivity by managing not processes, but people's relationships and behavior. At the same time, the dissertation argues that in the current Russian context, the most effective incentives are not material ones (which are limited by the budgetary constraints of enterprises), but rather

non-material behavioral levers that rely on regional socio-cultural characteristics - collectivist attitudes, intergenerational continuity, and loyalty to the labour dynasty - which is especially significant for industrial regions with an established industrial culture.

Behavioral models of personnel are a critical factor determining the direction and dynamics of organizational development, as well as the formation of a company's human capital. An employee who demonstrates proactivity, strategic thinking, constructive participation in team interaction, and a focus on achieving results acts as a catalyst for the organization's progress. Such a behavioral paradigm can be characterized as a "capability model." In contrast, such manifestations as resistance to change, lack of initiative, destructiveness in communication, and avoidance of responsibility form a "model of constraints," which leads to stagnation and a slowdown in organizational growth. In today's economic conditions, human capital represents a key competitive advantage for the vast majority of Russian organizations. The formation of a highly effective workforce is achieved when employees consciously accept the organization's strategic goals and operational tasks, in the formulation of which they take direct part. The above makes the issue of developing organizational behavior among personnel relevant, taking into account the current needs of scientific management as one of the key tools for improving the effectiveness of personnel decisions.

**The degree of scientific elaboration of the problem.** The features of personnel management in the scientific management system are considered in the works of foreign researchers: A. Barlow, B. Anguilleri, R. Kaplan, K. Kobayell, R. Coase, S. Muddy, D. Norton, D. Fiske, K. Haksever, etc., as well as domestic scientists: S. Ivanova, V. Ivanov, A. Katkalo, A. Kibanova, A. Kochetkova, T. Lustina, A. Prigozhin, V. Sirogo, N. Shemrakova, E. Shirinkina, and others.

The emergence of scientific knowledge in the field of organizational behavior dates back to the period of the Industrial Revolution and the development of the school of scientific management in the United States.

The theoretical and methodological foundations of this concept were laid by the works of M. Weber, F. Taylor, and A. Fayol. Subsequent development is associated with the significant contributions of such researchers as E. Mayo, M. P. Follett, A. Maslow, C. Alderfer, F. Herzberg, D. McClelland, and others.

A significant contribution to the development of the Russian theory of organizational behavior management was made by the works of Russian researchers, including A.P. Andrunik, V.G. Afanasyev, D.A. Ashirov, A.A. Bogdanov, I.V. Blauberg, A.A. Dikareva, A.V. Dubrovsky, A.I. Kravchenko, A.I. Kibanova, Yu.D. Krasovsky, A.V. Molodchik, A.I. Prigozhin, V.A. Spivak, G.P. Tulchinsky, A. Uemov, Y. Urmantsev, V.V. Shcherbin, I.A. Esaulova, and others.

At the same time, the results obtained are characterized by fragmentation and do not offer systemic organizational and management solutions for the development of organizational behavior and value-oriented staff engagement in the activities of economic entities. Furthermore, the problem of integrating organizational behavior into the enterprise's personnel management system remains unresolved.

**The object of the dissertation research** is the organizational behavior of personnel.

**The subject** is organizational and managerial relations and the processes of developing organizational behavior within the personnel management system.

**The purpose of the dissertation research** is to develop theoretical and methodological provisions and to develop tools for integrating organizational behavior methods into the personnel management system.

To achieve this goal, the following tasks were solved in the **study**:

- to determine the place of the theory of organizational behavior in the personnel management system;
- to identify the structure and elements of organizational behavior as characteristics of the personnel management system;
- to reveal the specifics of managing the organizational behavior of personnel in a modern organization;

- to conduct a comparative analysis of the organizational behavior of personnel in various organizational environments;
- to assess the current practices of managing the organizational behavior of personnel in Russian and foreign companies;
- to propose an organizational and managerial mechanism for integrating and developing organizational behavior in the personnel management system.
- to develop a methodological approach to the formation and identification of determinants of organizational behavior at all stages of the life cycle of a modern organization;
- to identify the tools for regulating organizational behavior to engage staff in the socio-economic development of the enterprise;
- to propose an adaptive algorithm for integrating organizational behavior into the personnel management system of a modern organization.

**The theoretical and methodological basis of the study** consisted of scientific works by foreign and domestic scholars and practitioners that address issues related to the theory and methodology of the formation and development of organizational behavior, as well as the specifics of its management in the current operating conditions of economic entities. During the study, the practical aspects of employees' organizational behavior were examined, along with modern tools for integrating it into the personnel management system. The following research methods were used in the dissertation: analysis and synthesis - to systematize the evolution of scientific views on organizational behavior, identify the stages of its development, classify models and types; the historical and logical method - to study the genesis of the concepts of organizational behavior and HRM, identify continuity and differences in approaches; a systematic approach - to determine the place of organizational behavior in the personnel management system, identification of structural relationships and determinants; abstraction and modeling - in the development of the author's organizational and managerial mechanism, methodological approach and adaptation algorithm; comparative analysis - for a comparative assessment of organizational behavior management

practices in Russian and foreign companies, as well as for comparing different models of the life cycle of organizations; questionnaires - a mass survey of respondents was conducted on the basis of 12 organizations (Orel region, Moscow); the questionnaire included dichotomous, rank, ordinal and nominal scales; the reliability of the instrument was confirmed by the  $\alpha$ -Kronbach coefficient ( $\alpha=0.87$ ); the expert assessment method was used to rank factors influencing the organizational behavior of personnel and to determine weighting coefficients in a mathematical model (a group of 10 experts, Kendall's concordance coefficient  $W=0.82$ ); in-depth interviews and focus groups to identify value gaps, informal norms and hidden patterns of behavior in organizations (3 focus groups and 5 in-depth interviews were conducted at MT-Integration LLC); Q-methodology (U. Stevenson) - used to reconstruct the subjective positions of staff in relation to innovation, identify typical discursive patterns); diagnosis of organizational culture using the OCAI methodology (K. Cameron, R. Quinn) — to determine the dominant type of culture and assess the gap between the actual and desired state; mathematical and statistical methods — calculation of integral indicators, data normalization, correlation analysis, principal component analysis (to determine weights), calculation of Hamming distance (for fuzzy sets); T. Saati's hierarchy analysis method is used to determine the weighting coefficients of organizational behavior characteristics at different stages of the life cycle; sociometric survey and analysis of communication networks are used to diagnose centralization, link density and identify "structural holes" in the enterprise's communication system.

**The research information base** of the study consisted of scientific works on the issues under consideration, materials from the official websites of the Ministry of Economic Development of the Russian Federation and the Federal State Statistics Service, materials from organizations, and materials from seminars, round tables, and conferences at various levels.

**Compliance of the dissertation with the Passport of the scientific specialty.** The work has been completed in accordance with the specialty passport 5.2.6 Management and corresponds to the research directions of clause p. 11. Organizational behavior, socio-psychological aspects of management. Leadership in an organization. Conflict management. Organizational culture.

**Scientific results obtained by the author personally:**

- based on a study of the evolution of organizational behavior in the personnel management system, the features of managing the organizational behavior of personnel in a modern organization have been identified. The essential features of the transforming organizational behavior of employees in new geopolitical and socio-economic conditions have been highlighted; these include informal institutions - social norms, values, traditions, and behavioral stereotypes reproduced by employees both within and outside the organization, which act as a compensatory mechanism of adaptation in conditions of fragmentation and the reactive nature of formal personnel management practices. Unlike existing studies that view organizational behavior as a mediating variable in change management (i.e., a factor that mediates the relationship between personnel management and performance), the author identifies a fundamentally different role of informal institutions in the context of a new type of crisis (simultaneous sanctions pressure, talent shortage, relocation). In this configuration, informal institutions (social norms, values, traditions, behavioral stereotypes) act not merely as a "transmission link," but as an independent adaptive mechanism that: It is activated without targeted managerial intervention; it compensates for the lack of strategic management and the fragmentation of formal personnel practices; it is reproduced through horizontal informal communications rather than through vertical channels of socialization and mentoring;

- based on the correctly identified essential characteristics of organizational behavior, an organizational and managerial mechanism for integrating and developing organizational behavior within the personnel management system has been proposed using a set of methods. The new model of behavior should be based

on values - principles that guide people in their own behavior in various situations. Values are the foundation of how people act in their workplaces, from the workplace at the machine to the CEO's office. The most important role of the transformational mechanism should be assigned precisely to leveling the value level of the staff. Unlike the existing ones, the author's approach is aimed at diagnosing and overcoming value gaps that arise in a turbulent external environment (sanctions pressure, staff shortages, relocation), when formal HR practices are fragmented and the role of informal institutions is increasing; adapted to the Russian managerial culture with its high power distance and avoidance of uncertainty, combining strong leadership skills. It starts with a dosed expansion of autonomy; provides the operationalization of values - the translation of abstract principles into the language of concrete, observable and measurable behavioral indicators understandable to every employee; integrates value-oriented behavior into all key personnel processes, which allows values to be transformed from an external attribute into an internal regulator of employee activity. The mechanism ensures not just the proclamation of values, but their systematic integration into personnel management practices;

- to develop methods of organizational behavior, a methodological approach has been developed for the formation and identification of determinants of organizational behavior at all stages of the modern organization's life cycle. Unlike existing research, which focuses on the determinants of the entire personnel management system; uses mainly qualitative diagnostic models and does not offer tools for quantifying gaps; does not provide an algorithmic procedure for prioritizing managerial influences, the author's approach: for the first time focuses on the determinants of organizational behavior of personnel (motivation, values, norms, loyalty, willingness to change, informal leadership, team cohesion, type of organizational culture, leadership style) with the allocation of specific behavioral characteristics for each stage of the life cycle; offers a mathematical formalization of the assessment of a behavioral model based on the theory of fuzzy sets and the hierarchy analysis method, which allows quantifying the gap between the real and

desired state of organizational behavior; provides prioritization of managerial influences based on the contribution of each determinant into the overall gap, taking into account the weighting factors, which allows you to move from reactive management to proactive formation of organizational behavior;

- the toolkit for regulating organizational behavior has been improved to engage staff in the socio-economic development of the enterprise; it will be based on the author's set of measures to increase staff loyalty, grounded in a value-based concept; on typifying management styles; and on reengineering the enterprise's organizational structure. The developed toolkit for regulating organizational behavior, unlike existing approaches, for the first time ensures end-to-end integration of the value component through: diagnosing value gaps using a combination of Q12, OCAI, and Q-methodology; operationalizing values into behavioral indicators; integrating these indicators into KPIs and the recognition system; and segmented selection of management interventions based on the author's matrices "satisfaction - engagement," "satisfaction - loyalty," and "loyalty - engagement.";

- an adaptive algorithm for integrating organizational behavior into the personnel management system of a modern organization has been developed, which, unlike classical change management models that take into account mainly structural and process aspects, considers value gaps (contradictions between declared, actually demonstrated by management and values shared by staff) as the central object of management, and not only dissatisfaction with the current state; requires mandatory operationalization of desired behaviors through specific, observable and measurable behavioral indicators, followed by their integration into KPIs and recognition systems; involves continuous diagnostics of organizational behavior using digital agents of change, allowing real-time identification of patterns of avoidant behavior, information overload and value rigidity, which is impossible with discrete annual surveys; takes into account the type of organizational culture when choosing intervention methods, ensuring that the algorithm adapts to the context. The proposed algorithm enables a shift from

reactive change management to the proactive development of value-driven organizational behavior in the context of a turbulent external environment and digital transformation.

**The reliability and validity of the research results** are confirmed by a comprehensive analysis of fundamental and applied scientific sources; the representativeness of the statistical data set used; the application of the theoretical and methodological framework of scientific cognition; the consistent logic of the hypothesis being proven; the correct use of a set of research methods; and the testing and verification of the authors' conclusions at national and international scientific forums, as well as through publications in peer-reviewed journals.

**Theoretical and practical significance of the dissertation research.** The theory of organizational behavior has been supplemented with the concept of value gaps and the justification of the role of informal institutions as an independent adaptation mechanism in the context of a new type of crisis (sanctions, staff shortages, relocation). The differences in the Russian model of organizational behavior have been identified (high power distance, high uncertainty avoidance, an ambivalent combination of collectivism and individualism), which contributes to the development of cross-cultural theories. The theory of personnel management has been enriched by an organizational and managerial mechanism for integrating values into personnel processes (selection, adaptation, training, assessment, motivation), with a stage of operationalizing values through behavioral indicators. The theory of the organization's life cycle has been refined by identifying priority behavioral determinants (achievement/risk motivation, loyalty, readiness for change, informal leadership, team cohesion, type of culture, leadership style) for each stage (emergence, growth, maturity, decline). A mathematical formalization of the gap assessment is proposed (fuzzy set theory, the method of hierarchy analysis), which for the first time provides a quantitative diagnosis of organizational behavior. The theory of change management is supplemented with an adaptive algorithm that integrates consideration of organizational culture when selecting interventions; operationalization of values; continuous diagnostics using

digital change agents; and the introduction of new behavioral predictors of adaptability (digital proactivity, psychological contractual flexibility, semantic integration). The methodology for studying organizational behavior has been expanded through the integrated use of Q-methodology, OCAI, Q12, and the authors' matrices for selecting personnel management decisions, which enhances the content validity of diagnosing value gaps. The practical significance of the study lies in the fact that the developed concepts and conclusions have been empirically tested using data from specific economic entities and are embodied in a set of practical recommendations. These recommendations are aimed at improving models of organizational behavior and adapting them within the framework of personnel management. Certain provisions and conclusions of the study can be used in the educational process when teaching higher education disciplines such as "Organizational Culture," "Organizational Behavior," and "Human Resource Management," as well as in the development of professional development and management training courses.

**Approbation of research results.** The results of the dissertation research were discussed and approved at international, all-Russian, and interregional university scientific and practical conferences in 2022–2024 (Moscow, Oryol, Samara, etc.). The main provisions of the dissertation work have been implemented in the activities of LLC "ARYA FORGE" (Oryol).

**Publications.** The main results of the dissertation research were published in 15 scientific papers with a total volume of 6,25 pp have been published (the author's contribution is 3,7 pp), including 8 articles published in leading peer-reviewed journals recommended by the Higher Attestation Commission of the Ministry of Education and Science of the Russian Federation.

**Structure and content of the dissertation.** The dissertation work consists of an introduction, 3 chapters, a conclusion, includes 32 tables, 39 figures, 9 appendices and 233 bibliographic sources.