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PSYCHOLOGY OF ORGANIZATIONAL BEHAVIOUR: WORLD TRENDS AND KAZAKHSTANI EXPERIENCE

Today new approaches in management of organizations are required, as change in conditions of production have been increased (acceleration of innovations, search of highly skilled personnel, close interaction of technological, social, economic and political processes, their global impact on economy). These changes also affect the scope of psychology, in particular, psychology of personality and organizational behavior.

Organizational behavior is a systematic studying and practical knowledge of interaction of individuals and groups of people in organization. Organizational behavior is the field of scientific research regarding the reasons and factors of people's behavior in the organization.

In this article modern foreign research on this subject are considered. It is revealed that 17% from articles that we analyzed are devoted to the review of historical development of organizational psychology. 77% of publications are devoted to research of the personality and organizational behavior with use of a Big Five methodology and methods of neuroscience. Emergence of new concepts, such as positive organizational behavior, strategic organizational behavior, and also often found concept of organizational citizenship behavior is reflected. Works of the Kazakhstani authors have made 6%. Generally the comparative review of the Kazakhstan, American, Japanese and Russian mentality is carried out.

As a result of the analysis of articles devoted to the personality and organizational behavior the conclusion regarding the following tendencies in modern world organizational psychology has been drawn: 1) big variety of theoretical bases and methodical approaches to studying of the personality and organizational behavior; 2) steady tendency of use of Big-Five as a personality methodology; 3) application of more modern methods (computer options of questionnaires, neuropsychological approaches, statistical data processing) along with classical methods of research of organizational behavior (questionnaires, tests, an observation method); 4) there is lack of implementation of modern methods in the Kazakhstani organizational psychology, they aren't used widely.

This article can be useful for teachers, students, and also for specialists in the field of management of organizations and HR managers.

Key words: psychology of personality, organizational behavior, Big Five, positive organizational behavior, strategic organizational behavior, organizational citizenship behavior, world tendencies, Kazakhstani experience.

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Ұйымдастырушылық мінез-құлық психологиясы: әлемдік үрдіс және қазақстандық тәжірибе

Қазіргі таңда ұйымдарды басқару үшін жаңа бағыттар қажет, себебі өндіріс жағдайындағы өзгерістер ұлғайды. Бұл өзгерістер міндетті түрде психология саласына, оның ішінде тұлға және

ұйымдастырушылық мінез-құлық психологиясына өз ықпалын тигізеді. Бұл мақалада осы тақырыптағы қазіргі таңдағы батыстық зерттеулер қарастырылған.

Тұлға және ұйымдастырушылық мінез-құлық психологиясына арналған мақалаларды талдау нәтижесінде, қазіргі таңдағы әлемдік ұйымдастырушылық мінез-құлық психологиясында келесі даму үдерістері байқалатындығы туралы қорытынды жасалды: 1) тұлғаны және ұйымдастырушылық мінез-құлықты зерттеуге бағытталған теориялық негіздер мен әдістемелік бағыттардың алуан түрлілігі; 2) тұлғалық Big-Five әдістемесін пайдаланудың тұрақты үдерісі; 3) ұйымдастырушылық мінез-құлықты зерттеудің классикалық әдістерімен қатар (сауалнамалар, тесттер, бақылау әдісі) едәуір жаңа әдістерді қолдану (сауалнамалардың компьютерлік нұсқалары, нейропсихологиялық бағыттар, мәліметтерді статистикалық өңдеу); 4) қазақстандық психологияда әлі күнге дейін бұл әдістемелер кең пайдаланылмайды.

Берілген мақала оқытушылар, студенттер үшін, сонымен қатар ұйымдарды және қызметкерлерді басқару саласында жұмыс істейтін адамдарға пайдалы бола алады.

Түйін сөздер: ұйымдастырушылық мінез-құлық, Big Five, позитивті ұйымдастырушылық мінез-құлық, стратегиялық ұйымдастырушылық мінез-құлық, азаматтық ұйымдастырушылық мінез-құлық, әлемдік үрдіс, қазақстандық тәжірибе.

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Психология организационного поведения: мировые тенденции и казахстанский опыт

На сегодняшний день требуются новые подходы к управлению организациями, потому что возросли изменения в условиях производства (ускорение инноваций, поиск высококвалифицированного персонала, тесное взаимодействие технологических, социально-экономических и политических процессов, их глобальное воздействие на экономику). И эти изменения не могут не коснуться сферы психологии, в частности, психологии личности и организационного поведения.

Организационное поведение – это систематическое изучение и практическое знание о том, как отдельные индивиды и группы взаимодействуют в организации. Организационное поведение – область исследования о причинах и факторах поведения людей в организации.

В данной статье рассмотрены современные зарубежные исследования по данной теме. Обнаружено, что 17% из проанализированных нами статей посвящены обзору исторического развития организационной психологии. 77% публикаций посвящено исследованиям личности и организационного поведения с использованием методики Big Five и методов нейронауки. Отражено появление новых понятий, таких как позитивное организационное поведение, стратегическое организационное поведение, а также часто встречающееся понятие гражданского организационного поведения. Работы казахстанских авторов составили 6%. В основном в них проводится сравнительный обзор казахстанской, американской, японской и русской ментальности.

В результате анализа статей, посвященных личности и организационному поведению, был сделан вывод о том, что в современной мировой организационной психологии наблюдаются следующие тенденции развития: 1) большое разнообразие теоретических основ и методических подходов к изучению личности и организационного поведения; 2) устойчивая тенденция использования личностной методики Big-Five; 3) наряду с классическими методами исследования организационного поведения (опросники, тесты, метод наблюдения), применение более современных методов (компьютерные варианты опросников, нейропсихологические подходы, статистическая обработка данных); 4) в казахстанской психологии на данный момент эти более современные методы не получили широкого распространения.

Данная статья может быть полезна для преподавателей, студентов, а также для специалистов в области управления организациями и персоналом.

Ключевые слова: организационное поведение, Big Five, позитивное организационное поведение, стратегическое организационное поведение, гражданское организационное поведение, мировые тенденции, казахстанский опыт.

Introduction

Currently new approaches to management of organizations are required because of increase in changes of conditions of production: acceleration of innovations, search of highly qualified personnel, close interaction of technological, social, economic and political processes, their global impact on economy.

The organizational behavior is a systematic studying and practical application of knowledge of how people (individuals and groups) interact in the organization. Organizational behavior is field of research regarding the reasons and factors of behavior of people in organization; use of theory, methods and principles of various disciplines for the purpose of studying of individual representations, values, acts during work process in groups and in the whole organization.
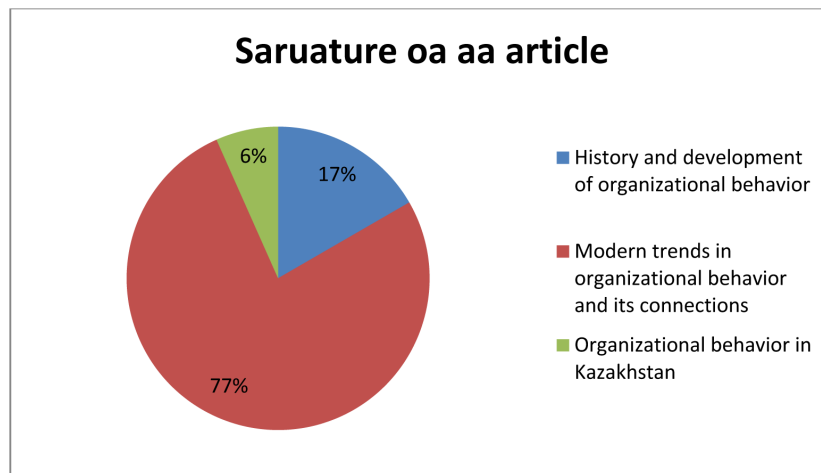

Figure 1 – Structure of an article

In this article we will look through the next issues:

Historical development of research on organizational behavior problems; one can see from the diagram that only 17% of literature is devoted to this issue. Here we analyze some of existing theories.

How organizational behavior is connected with other psychological features and new trends in organizational behavior - this is the major section (77%) of an article. Here we analyze the connections of organizational behavior with neuroscience, 5-factor model of personality etc. Also we considered new trends, like positive organizational behavior, strategic organizational behavior and consciousness in organizational behavior.

How does organizational behavior develop in Kazakhstan? This section is all about the state of organizational behavior issues in Kazakhstan. But, it is only 6% from total content of the article due to lack of corresponding literature.

In every part of science, sometimes one need to stop and look back on the history of past successes and failures of a discipline, it makes possible to better understand the future. In this regard review research are of special interest. So did John B. Miner (Miner, 2003). He took stock of 73 established organizational behavior theories and tried to find out if theories with high assessments effect on the future of the discipline. He compares data from the past with the current scene and tries to examine what has been changed. Also, he hopes that his work will help people who teach organizational behavior courses in selecting theoretical content of the discipline.

There were several theory judges in the research. They were asked to evaluate theories in several different ways. Criteria that were met: 1) the author(s) had produced substantial theoretical work; 2) this theoretical work is identified with the field of organizational behavior; and 3) the theory is recognized as significant within organizational behavior. The judges ranged in age from 32 to 74 years with a mean of 48.1 years. The sex breakdown was 78% male and 22% female. There were 17 who resided outside the United States in 9 countries. All appear to have held doctorates.

Results are specified in terms of maturity of science and growth of positive relations among variables. There are serious reasons for a study of educational activities, such as writing of the textbook and design of organizational behavior course, here it is possible to specify what theories shall be underlined and to what the minimum attention shall be paid at the different levels of educational process.

There were researches which studied as the genetics influences on various parts of human behavior (Ilies, Arvey, Bouchard'T, 2006). The authors have stated arguments about communication between

evolution, genetics, and individual distinctions, providing the urgent review on a behavioral research of genetics regarding organizational behavior. The mechanisms explaining genetic influences on organizational results have discussed, consequences of the current achievements in genetic science for psychology and organizational behavior, throwing new light on organizational issues were made.

Scientists have studied various factors promoting Organizational Citizenship Behavior (OCB) for last three decades (Srirang, 2009). However, an integrated approach to determinants of OCB has to appear nevertheless. Most of researchers investigated impact only of one or two factors on OCB, sometimes taking the third factor for a research of his intermediary role. The role of many important factors, such as models of internal contact, organizational culture, organizational climate, "vision, mission and strategy", etc. as possible determinants of OCB haven't been studied in detail. Besides, there is an urgent need to develop difficult idea of OCB determinants, formulating any complete policy to increase citizenship behavior among employees. This review represents comprehensive structure for delineation of determinants of OCB in favor of the practicing managers, and also acute academicians and researchers.

Organizational citizenship behavior can be described as discretionary employee behaviors (Dekas, Bauer, Brian, Kurkoski, Sullivan , 2013), that are helpful but not absolutely required by employers. While a great deal of information has been focused on the importance of organizational citizenship behaviors in the workplace, the nature of work has fundamentally changed and with this shift, the nature of organizational citizenship behavior for modern workers is also likely to have changed. Thus, the field is ready for an evolution in how we conceptualize organizational citizenship behavior that considers the contemporary nature of work.

A multistage qualitative study designed to provide an understanding of a new generation of organizational citizenship behaviors (a high-innovation, fast-paced firm, high-technology industry and knowledge economy) was carried out. The findings indicate that some established organizational citizenship behavior concepts map onto knowledge workers' conceptualizations of such behavior. These findings offer insight into the kinds of behaviors necessary for success in the new world of work. They discussed the implications of this research for employee and organizational performance in the knowledge economy and introduce an initial instrument to assess these new

forms of organizational citizenship behaviors. This paper offers key insights into behaviors that constitute new forms of OCB for knowledge workers as well as a perspective on historical types of OCB that do not apply to such workers. This is an important step toward aligning the literature on OCB with the changing native of work and the knowledge economy, and pointing the field toward the types of citizenship behavior that may become increasingly critical in the future.

Organizational citizenship behavior (OCB) and its dimensions were reviewed in relation of the dimensions of OCB and predictors across dimensions (LePine, Erez , Johnson , 2002). Accordingly, the dimensions of OCB are currently operationalized by the majority of scholars. It might be worthwhile to begin explicitly defining OCB as a latent construct. To date, such a conceptualization has not been explicitly stated in the literature. Incomplete sets of predictors or criteria stand as plausible explanations. Because the definition of OCB has evolved to be more consistent with contextual performance (an aggregate construct), and because there may be practical reasons to separately consider the behavioral dimensions, it urges scholars to assess these alternative perspectives as well. Overall, an increase in the amount of effort focused on developing theory that can guide OCB measurement and analysis of its dimensions is needed.

In this part, we can look through connections of organizational behavior and research on them. First of this studies explored the validity of the five-factor model of personality (FFM) in occupational settings in Greece, examining its relationship to employees' overall job performance, job satisfaction, organizational citizenship behavior, and generic work competencies (Nikolaou, Robertson, 2001). Two hundred and twenty-seven employees from various Greek SMEs participated in the study completing a personality and a job satisfaction measure. Their supervisors completed three questionnaires assessing their performance and their work competences. Some of the most significant results of that study were the strong links identified between personality and job satisfaction and the moderating effect of job type on the criterion-related validity of some personality dimensions. These results are discussed with regard to the strong effect of Greek culture.

A meta-analysis of the relationship between the five-factor model of personality and 3 central theories of performance motivation (goal-setting, expectancy, and self-efficacy motivation) was carried out (Judge, Ilies , 2002). The quantitative review

includes 150 correlations from 65 studies. Traits were organized according to the five-factor model of personality. Results indicated that Neuroticism (average validity = - .31) and Conscientiousness (average validity = .24) were the strongest and most consistent correlates of performance motivation across the 3 theoretical perspectives. Results further indicated that the validity of 3 of the Big Five traits – Neuroticism, Extraversion, and Conscientiousness – generalized across studies. As a set, the Big Five traits had an average multiple correlation of .49 with the motivational criteria, suggesting that the Big Five traits are an important source of performance motivation.

Review of research about examining the relationship among work-family (w-f) conflict, policies, and job and life satisfaction was carried out (Kossek, Ozeki, 2003). The meta-analytic results show that regardless of the type of measure used (bidirectional w-f conflict, work to family, family to work), a consistent negative relationship exists among all forms of w-f conflict and job-life satisfaction. This relationship was slightly less strong for family to work conflict. Although confidence intervals overlap, the relationship between job-life satisfaction and w-f conflict may be stronger for women than men. Future research should strive for greater consistency and construct development of measures, examination of how sample composition influences findings, and increased integration of human resources policy and role conflict perspectives, including whether a positive relationship between w-f policies and satisfaction is mediated by w-f conflict.

Current categorical classification systems of personality disorders (PDs) remain widely used amid growing evidence that argues against the conceptualization of PDs as independent, discrete entities. PD traits across forensic, psychiatric and ''normal'' senior business manager samples were compared (Board, Fritzon, 2005). There was particular interest in the relative representations of elements of PD closely associated with psychopathic PD because of research suggesting that some ''psychopaths'' operate within mainstream society, and links that have been made between elements of these so-called ''successful'' psychopaths, and characteristics associated with success in senior business management roles. The dimensional Minnesota Multiphasic Personality Inventory Scales for DSM III Personality Disorders (MMPI-PD) were shown to be internally consistent for the ''normal'' sample. Evidence for the qualitative equivalence of the four PD profiles emerged. The

PD profile of the senior business manager sample was found to contain significant elements of PD, particularly those that have been referred to as the ''emotional components'' of psychopathic PD. The findings provided strong support for the continuous distribution of personality disordered traits.

The relationship between emotional strain and organizational citizenship behavior (OCB) was reviewed (Chang, Johnson, Yang, 2007). In form of a qualitative review and quantitative summary five potential moderators of the strain-OCB relationship were discussed. OCB refers to discretionary behaviors that benefit organizations and their members. Emotional strain is important to consider because it has a broad impact on employee behaviors and is possibly more fundamental than other forms of strain. However, it has received less attention than aspects of job-related strain, such as job dissatisfaction. Based on the results of 29 empirical studies with 52 unique effect sizes, meta-analytic results revealed a negative relationship between strain and OCB (corrected estimate of the population correlation coefficient, $p = - .16$). Furthermore, this relationship is moderated by the type of OCB (OCB directed at the organization vs. that directed at individuals), type of organization (private vs. public), publication status (published vs. unpublished), OCB rating source (self vs. other), and type of sample (full-time employees vs. employed students). They presented theoretical and practical implications of these findings, including steps that could be taken by organizations to increase OCB and to reduce emotional strain, and suggest directions for future research.

Skepticism regarding the importance of personality traits as predictors of organizational behavior criteria has given way to an appreciation of the broad array of work outcomes predicted by personality. The effects of the five-factor model ('Big Five') personality traits on the range of work outcomes (1-job performance; 2-work motivation; 3-job attitudes; 4-leadership; 5-power, politics, and influence; 6- stress, adaptability, and coping; 7- team effectiveness; 8- counterproductive/deviant workplace behaviors;9- workplace accidents; and 10-conflict and negotiation) were revealed (Judge T.A., Klinger R., Simon L.S., Wen Fen Yang I., 2008). Two contemporary criticisms of personality research in organizational behavior – that the validities are small and that faking undermines the usefulness of personality inventories in employment contexts – are then evaluated. Finally, a brief agenda for future research is provided which highlights needed areas of advancement.

There is an attempt to contribute new knowledge to the existing literature of personality, work-related attitudes and employee performance (Awadh, Khairuzzaman, Ismail , 2012). Particularly, the several definitions of personality in the contemporary literature were highlighted. The impact of personality traits (the big five model) and work related attitudes on employee work performance, including their inter-relationships was further discussed in an exhaustive detail. It was hypothesized that personality traits and work-related attitudes such as job involvement and organizational commitment have direct positive significant relationships with employee work performance, with the moderating effect of organizational culture in the Saudi Arabian context.

Previously organizational citizenship behavior has generally been associated with organizational effectiveness. However, their recent research has shown that this may not always be the case and that certain types of organizational citizenship behavior such as compulsory citizenship behavior, may be inimical to the fulfillment of formal goals and organizational effectiveness. Using military historical and business organizational secondary data, it was shown that extreme variance in either organizational (task) or personal (social psychological) support organizational citizenship behavior generates entropic citizenship behavior which derails completely the effective accomplishment of formal organizational goals (Alastair, Coldwell, Callaghan, 2013). A general model of organizational citizenship behavior with entropic citizenship behavior as its novel conceptual boundary is developed.

Organizational neuroscience has great promise for advancing organizational research and practice. The field, however, is developing rapidly and has also become the subject of technological and methodological challenges that must be considered when conducting or interpreting neuroscience research as applied to organizational behavior. Four issues seem to be important in understanding the role of neuroscience in organizational behavior research (1- neuroscientific research and reductionism; 2 - the need to address methodological and technological challenges in conducting this type of research; 3 - how neuroscientific research is meaningful in organizations (the "So what?" issue); 4 - neuroscience as just another management fad) (Ashkanasy, Becker,Waldman, 2014). Study of organizational behavior using neuroscientific approach is a good example of multidisciplinary research.

Interesting study aimed at understanding the influence of personality (taking Five-Factor Personality Model) on perception of Psychological Contract Breach of faculties of Royal University was carried out in Bhutan (Jafri, 2014). The study found that personality influenced the perception of contract breach. Further the study found that Conscientiousness and Agreeableness dimensions of the personality model influenced negatively whereas Extraversion and Neuroticism dimensions of the personality model influenced positively on perception of Psychological Contract Breach. Employees with high grades on Extraversion and Neuroticism were more likely to perceive breach in their psychological contract. Employees who were by nature agreeable and had conscientiousness were less likely to have perception of breach in their psychological contract. Openness dimension of the personality model was not found to have a significant influence on contract breach. Perception of contract breach may result into several negative organizational outcomes and organization should try to prevent employees in perceiving breach of their contract so as to keep them committed and engaged. Insights gained from this research may help organizations to look into the personality aspects while recruiting employees.

General conclusions about the validity of cognitive ability and personality measures based on meta-analyses were published mostly in the past decade (Schmitt , 2014). Research on major issues in selection that affect the use and interpretation of validation data are then discussed. These major issues include not only the dimensionality of personality, but the nature and magnitude of g in cognitive ability measures, Web-based testing, conceptualizations of validity, the nature of the job performance domain, trade-offs between diversity and validity, reactions to selection procedures and the context in which selection occurs as well as the situational framing of test stimuli, faking on personality measures, mediator and moderator research on test–performance relationships.

Social Intelligence has been a living concept for quite some time as an offshoot of Emotional Intelligence. It has been used in engineering, management, executive development and personnel development. Its usefulness in classroom context has found several applications in developing individual, student, and managerial effectiveness. The concept was expanded from organizational context to the modern concept of Positive Organizational Behavior (POB) (Kang , 2015). The POB has been linked to

Psychological Capital and Psychological Ownership for developing Authentic Leadership.

The field of strategic human capital and the field of organizational behavior (OB) are mutually useful. Many of the questions being pursued by human capital scholars will benefit from consideration of OB constructs and phenomena. OB field may be significantly advanced by considering strategic factor markets, competitive advantage, strategic human capital resources in general (Ployhart, 2015). OB resources may be valuable, rare, costly or difficult to imitate, and difficult to substitute; and OB resources may form complementarities with human capital resources that render all such resources firm-specific. Given these observations, OB resources may be a stronger determinant of competitive advantage than human capital resources.

Supportive organizational citizenship behavior (OCB) and its most influencing antecedent "organizational climate" is needed for employees to perform more than their usual job responsibilities (Randhawa, Kaur, 2015). The sample consisted of 509 respondents working in food processing industry. The data were collected through a structured questionnaire and were analyzed using Pearson correlation and multiple regression analysis. The findings of the study indicated a strong positive correlation between organizational climate and OCB. The results of multiple regression analysis indicated that 67.6 per cent of the variance in OCB is explained by the dimensions of organizational climate. Further, organizational climate (supervisory support, performance feedback, clarity of organizational climate, autonomy, pressure to produce, welfare and participation) are found to have a significant impact on OCB. The research provides the implications for managers to improve organizational climate to ensure that the desired extra-role behavioral outcomes can be met.

Organizational consciousness is a relatively new paradigm for analyzing organizational behavior that views organizations as self-consciousness entities (Ajmal, Lodhi, 2015). Organizational consciousness influence practitioners and researchers to bring about permanent changes in organizations. The concept of organizational consciousness developed a conceptual foundation for researchers to explore new themes in the area.

Organizational commitment is one of the most popular psychological construct which plays a vital role in predicting work behavior. There are many approaches to study organizational commitment, and one of them is an individual difference approach. Since organizational commitment is one kind of job attitudes, and personality traits might predispose individual to experience raised or lowered levels of his or her organizational commitment. The research in Pakistan (Syed , Saeed , Farrukh, 2015) was aimed to examine the association among big five personality traits with dimensions of the organizational commitment. The results of the research demonstrated that there is a significant relationship between personality and organizational commitment dimensions. Furthermore, conscientiousness and openness to experience are positively associated with affective commitment. Openness to experience is negatively linked to continuance commitment, extroversion, and neuroticism is negatively associated with normative commitment.

Personality plays a key role in organizational behavior because the way people think, feel, and behave affects many aspects of the workplace (Kathuria , 2015). People's personalities influence their behavior in groups, their attitude and the way they make decisions. Interpersonal skills extremely affect the way the people act and react to things during work. In the workplace, personality also affects such things as motivation, leadership, performance and conflict. The more managers understand how personality in organizational behavior works, the better equipped they are to be effective and accomplish their goals.

The literature implies that in the contemporary workforce, one of the interesting and challenging tasks of the management is to effectively handle different generations who possess various value systems. There is an empirical evidence on the diverse characteristics and values of generational cohorts; the interests of HR specialists, managers and researchers in dealing with multigenerational workforce and their impact on work-related outcomes, the responsibility of management; the influence of values on behavior (especially, in-role and extra-role behaviors) and various positive outcomes to employees and organizations (Yogamalar, Samuel, 2016).

Interpersonal conflicts caused by social categorization processes in diversified workforces impede organizational citizenship behavior (OCB). Bio-demographic (i.e., gender and race) and job-related (i.e., functional background and tenure status) diversity affect OCB at the organizational level and a transformational leadership (TFL) climate moderates these relationships (Moon, 2016). The results showed that gender and functional diversity are negatively associated with OCB. When moderated by TFL, relationships were weakened.

However, both racial climate and tenure diversity and their interactions with TFL climate yielded mixed results. Overall, there is an evidence for the significant role of TFL climate in encouraging diverse employees to perform beyond their job roles.

Personality can been conceptualized from another theoretical perspective, including innovative behavior and creativity (Abdullah, Omar, Panatik, 2016). Relationship of personality with creativity and innovative behavior is explored in depth. After reviewing an extensive literature, the researcher came up with the general accepted taxonomy of personality measure i.e., widely accepted framework named as big five inventory. While, innovative behavior was gauged by the yardstick of three phases namely idea generation, gathering support and idea implementation. It was suggested for the future researchers to explore the more innovative measures for this overlooked relationship in study of personality and innovative behavior.

Another approach is investigation of the mediating role of perceived organizational support in the cross-level relationships between procedural, interpersonal, and informational justice climate and organizational citizenship behavior (Zhang, Qiu, & Teng, 2017). Hospital staff in China (N = 468) participated in this study. Using hierarchical linear modeling, it was found that procedural and interpersonal justice climate had a significantly positive effect on organizational citizenship behavior. Informational justice climate, however, did not have a significant effect on organizational citizenship behavior. In addition, perceived organizational support mediated the effect of procedural and interpersonal justice climate on organizational citizenship behavior. Theoretical and practical implications of their findings were discussed in relation to justice climate and organizational citizenship behavior.

It was empirically shown that that ethical leadership is related to employees' organizational citizenship behavior (OCB) through two psychological mechanisms (1 - a social learning mechanism, where employees emulate their supervisor's behavior such as caring about their organization; 2 - a social exchange mechanism that links ethical leadership to perceived procedural justice and employee's organizational concern) (Mo, Shi, 2017). The theoretical model was tested using data collected from employees in a pharmaceutical retail chain company. Analyses of multisource time-lagged data from 93 team supervisors and 486 employees showed that supervisors' and employees' organizational concern sequentially mediated

the relationship between ethical leadership and employee OCB. It was also found that the link between ethical leadership and employee OCB was sequentially mediated by perceived procedural justice and employee's organizational concern. There are theoretical and practical implications of above reviewed theoretical and empirical findings in foreign organizational psychology.

And now we can look through domestic literature. Unfortunately, there aren't so many research in our country. But there are some works by Alexandr Nikolaevich Teslenko. He is a doctor of pedagogical sciences, doctor of sociological sciences, and professor at the Kazakh State Juridical University. He tried to find out, how the civilization identification, mental archetypes influence organizational behavior of Kazakhstan citizens (Tyeslyenko, 2013). Civilizationally, Kazakhstan founded on an interethnic confessional and ethnolinguistic community always belonged to Turkic Muslim world, culturally – the Russian-Soviet community. Being in intercivilized space between Russia, Islam, China and the western world, a marginal model of organizational behavior was created in Kazakhstan, which is characterized by the mixture of mental archetypes of Eastern and Western culture.

The West and the East give to culture and civilization different estimates and differently interpret their ratio. Even at one level of socio-political, economic and technological development one people as the purpose seek to be "civilized", and others – cultural. The West as the purpose puts a civilization, and considers culture as means.

Meanwhile, Kazakhstan is the ethnocratic state which is created on construction of state-building ethnos system. In Kazakhstan civil society is stood by the principle not of social, but ethnic groups.

In these conditions there is a paradoxical situation in the sphere of organizational behavior where the movement in the direction of acquisition of more and more americanized lines becomes more and more clear.

Loan of others experience by Kazakhstan, in his opinion, can bring negative result. Firstly, fact Kazakh mentality has absorbed in itself characteristic features of the Russian mentality with peculiar to its polarity, and finishing any situation excessively. Secondly, a form of group thinking has been absorbed from the eastern culture (grupism), from the western culture individualism was absorbed. Grupism and individualism are two fundamental and polar qualities making a basis of organizational behavior. For many years of the Soviet power, the

tendency of collectivism development became the mentality of the people inhabiting Kazakhstan and prevail over individualism.

There were values of existence for the sake of the society both at work and in life itself. As a result the worker with lacking initiative became the subject of organizational behavior. The initiative became punishable. Currently a marginality of consciousness and mentality is the main characteristic of modern Kazakhstan. Both individualism, and collectivism come into conflict with traditions of both command economy, and emerging market economy. Perhaps, we don't need both full westernization or a groundless easternization, but the cultural integration incorporating the best lines of both (eastern and western) lines of civilization.

The mix of mentality of people living in Kazakhstan, its dynamics, tendency of formation is reflected by system of organizational behavior and management, which are always adequate to specific traits of mentality.

Table 1 – Main projected traits of organizational behavior and management in Kazakhstan (extraction, according to Tyeslyenko A.N., 2012, p.84-86)

Block	Specific traits of mentality	Features of organizational behavior and management
1	Grupism	Group-oriented behaviour (decision-making, control etc.)
2	Individualism	Individual decision-making, individual responsibility
3	Diligence/laziness	Intrinsic/extrinsic motivation
4	Prevalence of authoritative forms of thinking Paternalism/ Anarchism	Authoritative/Liberal management
4	Practicability/ Tendency to transcendent	Hard/soft management
5	Innovation Conservatism	Difficulties in change management
	Tribalism	Age and social position priority

So, we can conclude that organizational behavior in a context of socio-cultural approach is considered as a result of certain culture. Modern Kazakhstan is on a joint point of different civilizations: on the one hand - on the basis of an interethnic confessional and ethnolinguistic community it belongs to the Turkish-Muslim world, on the other hand culturally is based on the Russian-Soviet community (Tyeslyenko A.N., 2012). Currently, under conditions, where the whole generation has been raised in the independent Kazakhstan it seems that organizational behavior is based both on the principles of sociocultural diversity.

Conclusion

As a result of the analysis of reviews devoted to the psychology of organizational behavior the conclusion regarding trends in modern study of organizational behavior can be drawn:

1) There is big variety of theoretical bases and methodical approaches in the field of psychology of organizational behavior;

2) There is steady tendency of use of Big-Five as a personality tool in research of personality and organizational behaviour;

3) Along with classical methods of research of organizational behavior (questionnaires, tests, observation method) application of more modern methods (computer options of questionnaires, neuropsychological approaches, statistical data processing) are used in world literature;

4) These more modern methods aren't used widely in the Kazakhstani organizational psychology, moreover, there is lack of empirical research in this field.

5) In regard with lack of theoretical and empirical research of organizational behavior in Kazakhstani psychology the present scope of world reviews would promote further research.

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