

# Research on the factors influencing the frequency of intended wrongdoings behavior of the managers

## RECHERCHE SUR LES FACTEURS INFLUANT LA FREQUENCE DU COMPORTEMENT MALFAITEUR VOULU DES DIRECTEURS

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**Abstract:** After doing some research on the behaviors of the managers, the author found out that there exists a kind of intended wrongdoings behavior among the managers, belonging to the “Irrational behavior”, which is different from the “Rational person” and “Limited rational person”. It can be indicated from the research that the intended wrongdoings behavior of the managers are mainly impacted by four factors, which are go-as-you-please attitude, personal preferences, managing rights and the ability of the managers. There are some related strict conditions such as rational decision making ability, desire-controlling ability, right restricting ability as well as morality restricting ability.

**Key words:** irrational behavior, intended wrongdoings, frequencies, influencing factors

**Résumé:** A la suite des recherches sur des comportements des directeurs, l’auteur a trouvé qu’il y a parmi eux une sorte de comportement malfaiteur voulu appartenant au “comportement irrationnel”, qui est différent de “l’homme rationnel” et de “l’homme rationnel limité”. Il résulte des recherches que les comportements malfaiteurs voulus des directeurs sont principalement influencés par quatre facteurs: attitude d’agir à son gré, préférences personnelles, pouvoirs de direction et leur capacité. Il existe des conditions strictement concernées telles que les capacités de la prise de décision rationnelle, de contrôle, de la restriction du pouvoir ainsi que de la restriction de la morale.

**Mots-Clés:** comportement irrationnel, malfaits voulus, fréquence, facteurs influants

### 1. INTRODUCTION

The traditional Economics supposed people as “rational economic person”. The Nobel Prize winner, American economist Herbert Arthur Simon put forward the hypothesis of “limited rational person” in his book called “management behavior” in 1947. He claimed that the intelligent “rational person” behavior of the “economic person” should be replaced by practical rational behavior, and he thought that there were two factors affecting the managers’ rational behavior: one is the external environment of the managers; the other is the limits in the managers themselves; William Baleite stated that there are limit rational person and subjectivity from the psychological aspect, therefore, people are irrational persons.

After doing some research on the behaviors of the managers, the author found out that there exists a kind of intended wrongdoings among the managers, belonging to the “Irrational behavior”, which is

different from the “Rational person” and “Limited rational person”. For example, in 2005 the managing department of one park digged the lake out and put on a piece of membrane, separating the lake from the underground. This behavior is obviously a mistake that will destroy the ecological environment. Also, this behavior is a mistake that lacks the common sense and for those who have certain knowledge of environment protection and ecological protection will know this is a wrongdoing. However, the managing department even continued making the same mistakes and didn’t admit the mistake. What kind of phenomenon is this behavior? The author thinks that it belongs to “the intended wrongdoings behavior” and this kind of managers belong to “the intended wrongdoers”.

“The intended wrongdoings behavior” of the managers means that the managers know that their behavior isn’t fitful for the requirement of “rational citizens”, the values admitted by the public, the moral regulations and the national laws, but still take some wrong measures or management behaviors. This is an irrational behavior. For instance, some bribes know

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that bribes are against the law but they still do bribes, which are considered as “intended wrongdoings behavior”.

Managers’ “intended wrongdoers” means the managers who always have the “intended wrongdoings behavior”.

After clarifying the related concepts, the author does some research on the factors that influence the frequency of intended wrongdoings behavior of the managers. The paper analyzes the relationship with the frequency of managers “intended wrongdoings behavior” from four perspectives as go-as-you-please attitude, personal preferences, managing rights and the ability of the managers and puts forward the relative limited conditions.

## 2. GO-AS-YOU-PLEASE PERSONALITY

After the observation, generally speaking, the managers have the “go-as-you-please personality”, but have a certain kind of “rational decision making ability”. The brains control the Go-as-you-please personality “and” rational decision making ability of the managers. The latter is the representation of the rational thinking. Whether the intended wrongdoings behavior of the managers happens or not is based on the conflicting results of the “rational decision making ability” and “go-as-you-please personality”.

The research of Kerman indicates that intuitive thinking enters people’s brains spontaneously and most thinking and actions are intuitive. Our thinker still supervises the spiritual activities and some public actions, but this kind of supervision is lax because that emotional impulsion often conquers the rational system of people. The emotional impulsion belongs to the intuitive thinking, among which people don’t need to calculate or spend time and energy, and can reduce costs. However, this rational decision making ability needs rational thinking, time, calculation and energy. Thus, generally speaking, managers prefer to choose intuitive thinking, less like to choose rational thinking. In most cases, emotional impulsion wins the rational decision making ability and results in wrongdoings behavior.

There is a limited condition influencing the go-as-you-please personality of the frequency of the managers’ “intended wrongdoings behavior”, which is managers “rational decision making ability”.

Theorem 1: If we suppose other factors are not changing, then the frequency of the managers’ intended wrongdoings behavior and their go-as-you-please personality are in direct proportion, but is in the inverse proportion with the managers’ “rational decision making ability”.

$$Y_z = a/Z$$

In the above equation,  $Y_z$  denotes the frequency of the intended wrongdoings behavior influenced by the moral limitations,  $a$  denotes managers’ “go-as-you-please personality”,  $Z$  denotes managers’ “rational decision making ability”.

The bigger the managers’ “go-as-you-please personality” is, the smaller of the “rational decision making ability” and the bigger of the frequency of the intended wrongdoings behavior.

External pressures and emotional impulsions mainly influence managers’ “go-as-you-please personality” and “rational decision making ability”.

Firstly, when the external pressures conquered the managers over the rational decision making ability, managers’ “intended wrongdoings behavior” will happen. The managers’ external pressures include superior pressure, public pressure, relatives and friends pressure, team pressure, etc. Superior pressure means the pressure given by the superior managers, such as the requirement of making the decisions against the laws and regulations. Public pressure means pressure given by the mass public, such as the requirement of making wrong decisions. Relatives and friends pressure means the pressure given by the relatives and friends, such as the wishes of the relatives and friends to make wrong decisions. Team pressure means the pressure given by one certain strong team, such as the requirement of decision-making based on the wishes of the team by the minatory means so as to create the managers’ “intended wrongdoings behavior”.

Secondly, when the managers’ emotional impulsion wins over the rational decision making ability, manager’s go-as-you-please personality become bigger so as to make the managers’ “intended wrongdoings behavior” happen. Clever Kuckson thinks that what kind of decision that people make depends on the winning one between the backbone of the emotional impulsion in the brain and the backbone of the rational thinking. Some behaviorists think that many factors can greatly influence the decision-making. The factors include perceive---it has its own rules or thinking model to understand the situations when they take place; internal encouragement, such as emotion---the mental situations and attitudes of the decision makers---some steady mental trends related with certain phenomenon in the environment can influence the decisions. In addition, the internal encouragement has an important role in the present memories and results of the decisions as well as influences the present decisions.

## 3. PERSONAL PREFERENCES

As different managers in the governments, because they have different growing environment, educational background and diverse personal preferences, they form different preferences and desires for certain objects. But

as the manager of the government, the author brought forward their rational requirement as “rational citizens”.

To weigh whether managers’ “intended wrongdoings behavior” happens or not is based on the coherence with the managers’ personal preferences and requirement of “rational citizens”. The research states that the managers’ personal preferences influence the frequency of managers’ “intended wrongdoings behavior” and the limited condition is managers’ “desire controlling ability”.

Suppose that managers’ personal preferences cohere to the requirement of “rational citizens”, and then the managers can present rational management behavior, rational decisions, but not “intended wrongdoings behavior”. Suppose that managers’ personal preferences don’t cohere to the requirement of “rational citizens”, then for the managers, they will present irrational management behavior, make irrational decision and the “intended wrongdoings behavior” will appear.

As the managers of the government, whether their personal preferences cohere to the requirement of the management positions also depends on the extent to the managers’ “desire controlling ability”. Different managers have different “desire controlling abilities” and their “desire controlling ability” is one of the limited conditions. The relationship between the frequency of the managers’ “intended wrongdoings behavior”, the managers’ personal preferences and their “desire controlling ability” can be shown in the second theorem.

Theorem 2: Suppose other factors aren’t changing, the frequency of managers’ intended wrongdoings behavior depends on the managers’ personal preferences and “desire controlling ability”. No matter how the managers’ personal preferences are, if the managers’ desire controlling ability is stronger and the behavior departing the requirement of the “rational citizens” is less, the frequency of managers’ intended wrongdoings behavior will be lower.

But in reality, managers’ desire controlling ability is quite low, so in order to satisfy their personal preferences, they will by no means depart the requirement of “rational citizens”. The personal preferences in the managers’ departing the requirement of the “rational citizens” have the following situations:

3.1 The “economic person” preferences. Some

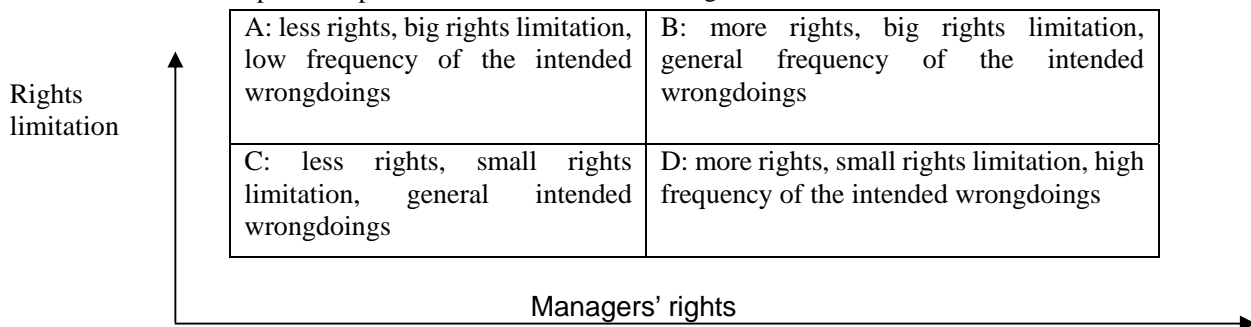
managers hold the view that some governmental managers are “economic person”. While Backer thinks that many governmental managers generally present the “economic person” preferences. These managers consider the situations out of their personal interests when making decision but never think about the interests of the country or the people. For example, the former governor of Jiangxi Province Hu Changqing belongs to the “economic person” preferences and departs the requirement of “rational citizens” in the government management. Still other managers when making decisions on the external assignment of the projects, they may make mistakes because some people who send projects make the brokerage as the standard of the decision making.

3.2 The preferences for flaunt. Some managers have the preferences for flaunt. Sometimes they blow off themselves to others without the consideration of the requirement of “rational citizens” so as to make wrong decisions or adopt “intended wrongdoings behavior”. For instance,

3.3 The preferences for revenges. Some managers have the preferences for revenges. They cherished this wish when they were very young, once it is the time when they become the senior managers of the government, they will begin to eliminate those people who they are going to take revenges on. For example, during the Second World War, Hitler from Germany cherished the hatred in heart towards the Jewish people for a long time. When he became the president of the country, he departed the requirement of “rational citizens” and in order to satisfy his own preferences for revenges, he launched the world war and slaughtered lots of Jews, which brought the terrible disaster to the world and the human beings.

#### 4. MANAGING RIGHTS

As people’s observation, managing rights influence the frequency of the managers’ “intended wrongdoings behavior”, and its limited condition is rights limitation. Suppose other influential factors aren’t changing, the relationship between the frequency of the managers’ “intended wrongdoings behavior”, the managing rights and rights limitation can be seen in theorem three.



Graph 1: the relationship between the rights and the intended wrongdoings behavior of the managers

Theorem 3: Suppose other influential factors aren't changing, the frequency of the managers' "intended wrongdoings behavior" and the rights of the managers are in direct ratio, but in inverse ratio with the managers' "rights limitation". Suppose the rights limitation of the managers isn't changing, the more the rights limitation is, the low of the frequency of the managers' intended wrongdoings behavior is.

The relationship between the frequency of the intended wrongdoings behavior, the managers' rights and rights limitation can be indicated in the graph 1.

In the graph I, A quadrant: because the rights of the managers are very small and the rights limitation is big, the frequency of wrongdoings is the lowest. B quadrant: because the rights of the managers are big and the rights limitation is big too, so the frequency of wrongdoings is just so so. The reason for this is that the function of the rights limitation is quite limited to some people with too many rights under certain conditions. C quadrant: small rights of the managers and small rights limitation will contribute to general frequency of the wrongdoings. Although the rights are small, we lack the rights limitation so as to lower frequency of intended wrongdoings than those people with more rights. D quadrant: because the managers have more rights and small rights limitation, the frequency of their wrongdoings is the highest.

In reality, the more rights of the managers are and the less supervision is, the smaller the rights limitations are. When they reach the level of province cadre, similar to the condition of no supervision, the possibility of the intended wrongdoings behavior of the managers will become the highest, which is the condition of D quadrant. For example, the intended wrongdoings behavior of the cadres who have been examined and punished mostly took place 10 years ago. If not because certain parties gave their wrongdoings away, we can imagine that they could still do the wrong things and do harm to the interests of the country and the people.

Rights limitation mainly represents in the mechanism of the rights limitations, including the rights balance, rights supervision, mechanism of the talents using in the organization, the mechanism of the organizational evaluation, the mechanism of the organizational punishment, the mechanism of the organizational encouragement, the regulations, the practices of the law, etc. The frequency of the intended wrongdoings behavior and the mechanism of the rights limitation are in inverse ratio, which is that the more perfect the mechanism of the rights limitations is, the low the frequency of "intended wrongdoings behavior" is.

## 5. THE ABILITY OF THE MANAGERS

As we observe, the ability of the managers influences the frequency of the managers' "intended wrongdoings behavior" and the condition is "moral limitation". Suppose other influential factors aren't changing, the relationship between the frequency of the managers' "intended wrongdoings behavior", the ability of the managers and moral limitations can be seen in theorem 4.

Theorem 4: Suppose other influential factors aren't changing, the frequency of the managers' "intended wrongdoings behavior" and the ability of the managers are in direct ratio but in inverse ratio with the managers' "moral limitations". Suppose the moral limitations of the managers aren't changing, the higher the ability is the higher the frequency of the managers' "intended wrongdoings behavior". Suppose the ability of the managers isn't changing, the more the moral limitations of the managers, the low frequency of the managers' intended wrongdoings behavior.

The moral limitations of the managers are the representative of the culture and will of the managers. Some people have good culture, strong will of "rational citizens" and more moral limitations, then the ability of them can be applied to more services for the citizens with low frequency of the "intended wrongdoings behavior".

The moral limitations can be influenced by the desire of the personal interests. When the desire for the personal interests wins over the moral limitations, the go-as-you-please desire will be more and the intended wrongdoings behavior will happen, for example, the former director of the Tax bureau in Hebei province. He did have moral limitations and was the key cultivated mothball cadre, but his desire for personal interests was higher than moral limitations and had stronger ability, then the frequency of his intended wrongdoings behavior was higher which led to death.

The manager with low moral limitations and strong ability will do more harm to human beings. The reason is because of the more power of his wrongdoings. One typical example is the crimes committed by people with high intelligence.

## 6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Some managers have "intended wrongdoings behavior", which is different from "rational people" and "limited rational people", but belonging to "irrational behavior".

6.2 The frequency of the intended wrongdoings behavior of the managers mainly influenced by go-as-you-please personality, personal preferences, managing rights, managers' ability. The relative

conditions are rational limitations, desire controlling ability, rights limitations and moral limitations.

6.3 To low the frequency of the intended wrongdoings behavior of the managers, we can start from the limited conditions, such as to improve the rational decision making ability, to low the desire controlling ability, to strengthen the rights limitations

and to enhance the moral limitations. At the same time, when we recruit the talents and pay attention to the ability of the managers, we analyze the go-as-you-please personality, personal preferences, rational decision making ability, desire controlling ability, rights limitations, moral limitations and other factors of the candidates.

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