Micro Perspective of Organizational Behavior

- The Perception Process
- Impression Management
- Personality
- Attitudes
- Motivation: *Needs, Content and Processes*
- Motivating Performance through Job Design and Goal Setting
- Learning: *Processes, Reward System & Behavioral Management*
Perception
Perception

• A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

• People’s behavior is based on their perception of what reality is, not on reality itself.

• The world as it is perceived is the world that is behaviorally important.
Factors That Influence Perception

Factors in the situation
- Time
- Work setting
- Social setting

Factors in the perceiver
- Attitudes
- Motives
- Interests
- Experience
- Expectations

Factors in the target
- Motion
- Sounds
- Size
- Background
- Proximity
- Similarity

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Attribution Theory

When individuals observe behavior, they attempt to determine whether it is internally or externally caused.

– **Distinctiveness**: shows different behaviors in different situations.

– **Consensus**: response is the same as others to same situation.

– **Consistency**: responds in the same way over time.
Attribution Theory

Observation → Interpretation → Attribution of Cause

Individual Behavior
- Distinctiveness: External, Internal
- Consensus: Eternal, Internal
- Consistency: External, Internal

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Attribution Theory

Fundamental Attribution Error

- The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behavior of others.

- In general, we tend to blame the person first, not the situation.
Attribution Theory

Self-Serving Bias

• The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors.

Thought: When student gets an “A” on an exam, they often say they studied hard. But when they don’t do well, how does the self serving bias come into play?
Shortcuts in Judging Others

Selective Perception

• People selectively interpret what they see on the basis of their interests, background, experience, and attitudes.
Shortcuts in Judging Others

Halo Effect

- Drawing a general impression about an individual on the basis of a single characteristic.

Contrast Effects

- Evaluation of a person’s characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.
Shortcuts in Judging Others

Projection

• Attributing one’s own characteristics to other people.

Stereotyping

• Judging someone on the basis of one’s perception of the group to which that person belongs.
Specific Applications in Organizations

Employment Interview

- Perceptual biases of raters affect the accuracy of interviewers’ judgments of applicants.

Performance Expectations

- Self-fulfilling prophecy: The lower or higher performance of employees reflects preconceived leader expectations about employee capabilities.
Specific Applications in Organizations

Ethnic Profiling

– A form of stereotyping in which a group of individuals is singled out—typically on the basis of race or ethnicity—for intensive inquiry, scrutinizing, or investigation.

Performance Evaluations

– Appraisals are often the subjective (judgmental) perceptions of appraisers of another employee’s job performance.
Impression Management

- Also called **Self-Perception**.
- Process by which people attempt to **manage** or **control** the **perception** other form of them.
- There is often a **tendency** for people to try to **present** themselves so as to **impress** others in socially **desirable** way.
- Impression Management implications for area such as **validity** of performance appraisals and is **pragmatic**, **political tool** for one to climb the ladder of success in organization.
Personality
Personality

The sum of total ways in which an individual reacts and interacts with others; measurable traits a person exhibits.

Personality Traits

• Enduring characteristics that describe an individual’s behavior.
Personality Determinants

- Heredity
- Environment
- Situation
The Myers-Briggs Type Indicator

Personality test that taps four characteristics.

- Extroverted vs. Introverted (E or I)
- Sensing vs. Intuitive (S or N)
- Thinking vs. Feeling (T or F)
- Judging vs. Perceiving (P or J)
The Myers-Briggs Type Indicator

Extroverted vs. Introverted (E or I)

• Extraverted individuals are outgoing, sociable and assertive. Introverted are quite and shy.

Sensing vs. Intuitive (S or N)

• Sensing types are practical and prefer routine and order. They focus on details. Intuitive rely on unconscious processes and look at the “big picture”
The Myers-Briggs Type Indicator

Thinking vs. Feeling (T or F)
• Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.

Judging vs. Perceiving (P or J)
• Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.
The Myers-Briggs Type Indicator

A Meyers-Briggs score

– Can be a valuable tool for self-awareness and career guidance

BUT

– Should not be used as a selection tool because it has not been related to job performance!!!
The Big Five Model of Personality Dimensions

1. Extroversion
   Sociable, gregarious, and assertive

2. Agreeableness
   Good-natured, cooperative, and trusting

3. Conscientiousness
   Responsible, dependable, persistent, and organized
The Big Five Model of Personality Dimensions

4. Emotional Stability
   Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative).

5. Openness to Experience
   Curious, imaginative, artistic, and sensitive
Measuring Personality

Self-report Surveys

• Completed by the individual – are the most common way to measure personality.

Observer-rating Surveys

• Independent assessment of personality
• Coworker could do the rating. These are better predictor of success on the job.
Measuring Personality

Projective measures

– Thematic Apperception Test

• The TAT is popularly known as the picture interpretation technique because it uses a standard series of 30 provocative yet ambiguous pictures about which the subject must tell a story.
Major Personality Attributes Influencing Organizational Behavior

• Core Self-evaluation
  – Self-esteem
  – Locus of Control
• Machiavellianism
• Narcissism
• Self-monitoring
• Risk taking
• Type A vs. Type B personality
• Proactive Personality
Core Self-Evaluation

• Degree to which individuals like or dislike themselves, whether they see themselves as capable and effective, and whether they feel they are in control of their environment or powerless over their environment.

• Determined by two elements:
  – Self Esteem
  – Locus of Control
Core Self-Evaluation

Self Esteem

- Individuals’ degree of **liking** or **disliking** themselves and the degree to which they think they are worthy or unworthy as a person

Locus of Control

- The **degree** to which people **believe** they are **masters** of their **own fate**.
Core Self-Evaluation

**Internals** (Internal locus of control)
- Individuals who believe that they control what happens to them.

**Externals** (External locus of control)
- Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.
Machiavellianism

Degree to which an individual is **pragmatic**, maintains emotional **distance**, and **believes** that ends can justify means.

Conditions Favoring High Machs

– Direct **interaction** with others
– Minimal **rules** and **regulations**
– Emotions **distract** for others
Narcissism

- The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.

- A Narcissistic Person
  - Has grandiose sense of self-importance
  - Requires excessive admiration
  - Has a sense of entitlement
  - Is arrogant
  - Tends to be rated as less effective
Self-Monitoring

A **personality trait** that measures an individual’s **ability to adjust** his or her **behavior** to external, situational factors.

**High Self-Monitors**

- Receive better **performance ratings**
- Likely to emerge as **leaders**
- Show less **commitment** to their organizations
Risk-Taking

• **High Risk-taking Managers**
  – Make **quicker** decisions
  – **Use less** information to make decisions
  – Operate in **smaller** and more entrepreneurial organizations

• **Low Risk-taking Managers**
  – Are **slower** to make decisions
  – Require **more information** before making decisions
  – Exist in **larger** organizations with **stable** environments
Risk-Taking

• Risk Propensity
  – Aligning managers’ risk-taking propensity to job requirements should be beneficial to organizations.
Type ‘A’ Personality

Aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other people.
Type ‘A’ Personality

Type A’s:

• are always moving, walking, and eating rapidly;
• feel impatient with the rate at which most events take place;
• strive to think or do two or more things at once;
• cannot cope with leisure time;
• are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.
Type ‘B’ Personality

Type B’s:
• never **suffer** from a sense of **time urgency** with its accompanying **impatience**;
• feel no need to **display** or **discuss** either their **achievements** or **accomplishments**;
• play for **fun** and **relaxation**, rather than to exhibit their **superiority** at any cost;
• can relax without **guilt**.

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Proactive Personality

• Identifies **opportunities**, shows **initiative**, takes **action**, and **perseveres** until meaningful **change** occurs.

• Creates **positive** change in the **environment**, regardless or even in spite of **constraints** or **obstacles**.
Attitudes

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Attitude

Evaluative statements or judgments concerning objects, people, or events

Main Components of Attitudes

• Cognitive
• Affective
• Behavioral
Attitude

Cognitive
• The opinion or belief segment of an attitude

Affective
• The emotional or feeling segment of an attitude

Behavioral
• An intention to behave in a certain way toward someone or something
Components of an Attitude

Example

Cognitive
Employee thought he deserved the promotion

Affective
The employee strongly dislikes his supervisor

Behavioral
The employee is looking for another job

Negative attitude toward supervisor

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Theory of Cognitive Dissonance

• In the late 1950s Leon Festinger proposed this theory

• Any **incompatibility** between two or more **attitudes** or between **behavior** and **attitudes**.

• Individuals seek to reduce this gap, or “dissonance”
Theory of Cognitive Dissonance

Leon Festinger propose that the desire to reduce dissonance would be determined by the:

- Importance of elements creating dissonance
- Degree of individual influence over elements
- Rewards involved in dissonance
Major Job Attitudes

Organizational Behavior has been concerned with three attitudes:

1. **Job Satisfaction**
   A *positive feeling* about one’s job resulting from an evaluation of its characteristics

2. **Job Involvement**
   Identifying with the job, *actively participating* in it, and considering *performance* important to self-worth
Major Job Attitudes

3. Organizational Commitment
The degree to which an employee identifies with a particular organization and its goals, and wishing to maintain membership in the organization.

Three separate dimensions to organizational commitment:
• Affective Commitment
• Continuance Commitment
• Normative Commitment
Major Job Attitudes

Affective Commitment
• An emotional attachment to the organization and a belief in its values.

Continuance Commitment
• The perceived economic value of remaining with an organization compared to leaving it.

Normative Commitment
• An obligation to remain with the organization for moral or ethical reasons.
Major Job Attitudes

Perceived Organizational Support (POS)

The degree to which employees believe the organization values their contribution and cares about their well being.

Employee Engagement

An individual’s involvement with, satisfaction with, and enthusiasm for the organization.
Motivation
What is Motivation?

The processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal.

Key Elements

1. **Intensity**: how hard a person tries
2. **Direction**: toward beneficial goal
3. ** Persistence**: how long a person tries
What Is Motivation?

Direction

Intensity

Persistence

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Hierarchy of Needs Theory (Maslow)

Hierarchy of Needs Theory

There is a hierarchy of five needs—physiological, safety, social, esteem, and self-actualization; as each need is substantially satisfied, the next need becomes dominant.

Self-Actualization

The drive to become what one is capable of becoming.
Maslow’s Hierarchy of Needs

Lower-Order Needs
Needs that are satisfied externally; physiological and safety needs.

Higher-Order Needs
Needs that are satisfied internally; social, esteem, and self-actualization needs.
Assumptions of Maslow’s Hierarchy

Movement up the Pyramid

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied.

- Individuals therefore must move up the hierarchy in order

Maslow Application:
A homeless person will not be motivated to meditate!
Theory X
Managers See Workers As...
- Having Little Ambition
- Disliking Work
- Avoiding Responsibility

Theory Y
Managers See Workers As...
- Self-Directed
- Enjoying Work
- Accepting Responsibility

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Herzberg’s Two-Factor Theory

Bottom Line: Satisfaction and Dissatisfaction are not Opposite Ends of the Same Thing!

Hygiene Factors:
- Salary
- Work Conditions
- Company Policies

Motivators:
- Achievement
- Responsibility
- Growth

Separate constructs:
- Hygiene Factors---Extrinsic & Related to Dissatisfaction
- Motivation Factors---Intrinsic and Related to Satisfaction
Contrasting Views of Satisfaction and Dissatisfaction

**Traditional view**
- Satisfaction
- Dissatisfaction

**Herzberg’s view**
- Motivators
  - Satisfaction
  - No dissatisfaction
- Hygiene factors
  - No dissatisfaction
  - Dissatisfaction

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The two-factor theory has not been well supported in the literature, and it has many detractors. The criticisms of the theory include the following:

1). The procedure that Herzberg used is limited by its methodology. When things are going well, people tend to take credit themselves. Contrarily, they blame failure on the extrinsic environment.

2). The reliability of Herzberg’s methodology is questioned. Raters have to make interpretations, so they may contaminate the findings by interpreting one response in one manner while treating a similar response differently.
3). No overall measure of satisfaction as utilized. A person may dislike part of a job yet still think the job is acceptable overall.

4). The theory is inconsistent with research. The two-factor theory ignores situational variable.

5). Herzberg assumed a relationship between satisfaction and productivity, but the research methodology he used looked only at satisfaction not at productivity. To make such research relevant, one must assume a strong relationship between satisfaction and productivity.
David McClelland’s Theory of Needs

Need for Achievement
The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

Need for Affiliation
The desire for friendly and close personal relationships.

Need for Power
The need to make others behave in a way that they would not have behaved otherwise.

Bottom Line: Individuals have different levels of needs in each of these areas, and those levels will drive their behavior.
Matching High Achievers and Jobs

Achievers prefer jobs that offer

- Personal responsibility
- Feedback
- Moderate risks
Goal Setting in Action: MBO Programs

Management By Objectives Programs

- Company wide goals & objectives
- Goals aligned at all levels
- Based on Goal Setting Theory
Self-Efficacy Theory

• Self-Efficacy (also known as “social cognitive theory” or “social learning theory”) refers to an individual’s belief that he or she is capable of performing a task. The higher your self-efficacy are more likely to lessen their effort or give up altogether while those with high self-efficacy will try harder to master the challenge.

• Goal-setting theory and self efficacy theory don’t compete with one another: rather, they complement each other.
What is MBO?

- Management by Objectives (MBO)
- A program that encompasses specific goals, participatively set, for an explicit time period, with feedback on goal progress.

Key Elements
1. Goal specificity
2. Participative decision making
3. An explicit time period
4. Performance feedback
Reinforcement theory

• It is considered a motivation theory as well as a learning theory.
• Reinforcement theory posits that motivated behavior occurs as a result of reinforces, which are outcomes resulting from the behavior that makes it more likely the behavior will occur again.
• This theory suggests that it is not necessary to study needs or cognitive processes to understand motivation, but that it is only necessary to examine the consequences of behavior.
Motivation Techniques

• Corporate Culture and Motivation

• Managing One-to-One
  Operating under the premise that no two workers are alike, companies that are practicing one-to-one management are figuring out what makes each of their employees tick. And that, the employees say, makes all the difference.
Things One should know in Motivation

1. Demonstrate enthusiasm
2. Interface with your employees
3. Celebrate accomplishments
4. Offer incentives
5. Treat your employees with kindness
6. Listen
Motivating People through Job Design and Goal Setting

- Job Design
- Quality of Work Life and Socio-technical Design
- Goal Setting
Learning: Processes, Reward System, and Behavioral Management

• The Theoretical Processes of Learning
• Principles of Learning: Reinforcement and Punishment
• Organizational Reward Systems
• Behavioral Management