

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*



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Perception



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Perception

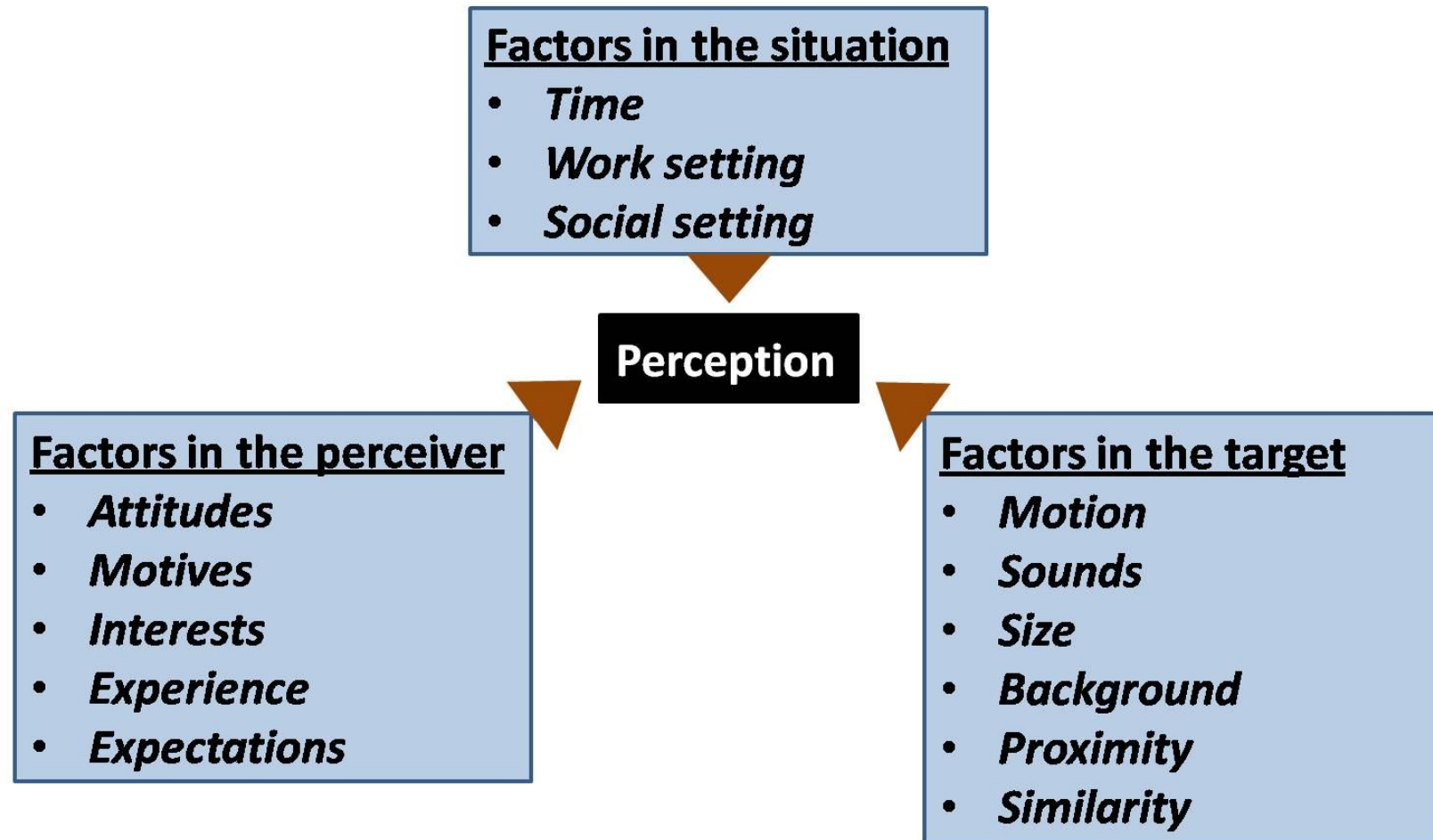
- A process by which individuals organize and interpret their **sensory impressions** in order to give meaning to their environment.
- People's behavior is based on their perception of what reality is, not on reality itself.
- The world as it is perceived is the world that is behaviorally important.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Factors That Influence Perception



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Attribution Theory

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

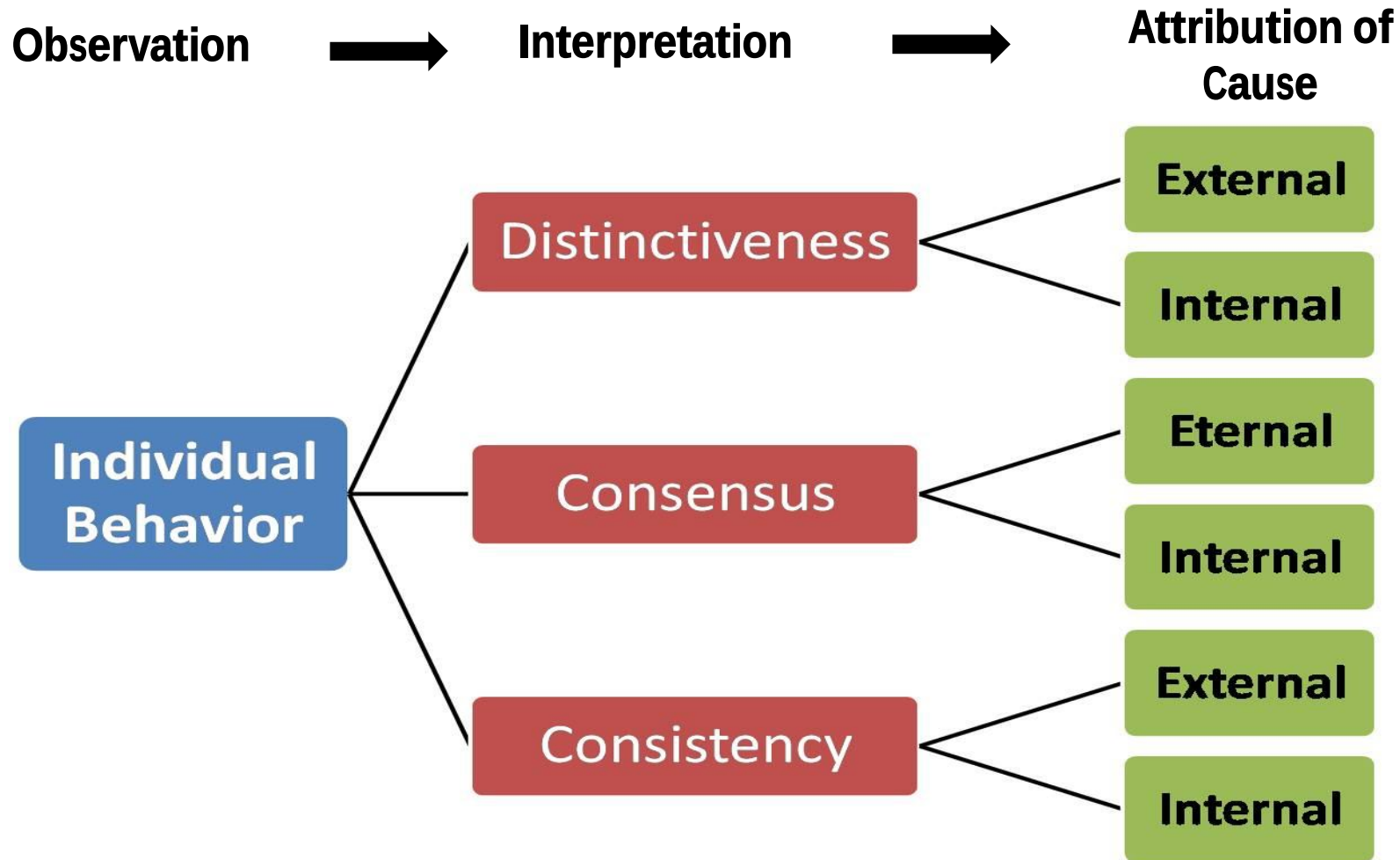
- **Distinctiveness**: shows different behaviors in different situations.
- **Consensus**: response is the same as others to same situation.
- **Consistency**: responds in the same way over time.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Attribution Theory



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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?



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Shortcuts in Judging Others

Selective Perception

- People selectively **interpret** what they see on the basis of their **interests**, **background**, **experience**, and **attitudes**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Personality



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Personality Determinants

- Heredity
- Environment
- Situation



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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 Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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 Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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 Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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 Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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 Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Risk-Taking

- Risk Propensity
 - **Aligning managers'** risk-taking propensity to **job requirements** should be **beneficial** to organizations.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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**.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Attitudes



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Attitude

Evaluative **statements** or **judgments** concerning **objects**, **people**, or **events**

Main Components of Attitudes

- Cognitive
- Affective
- Behavioral



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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

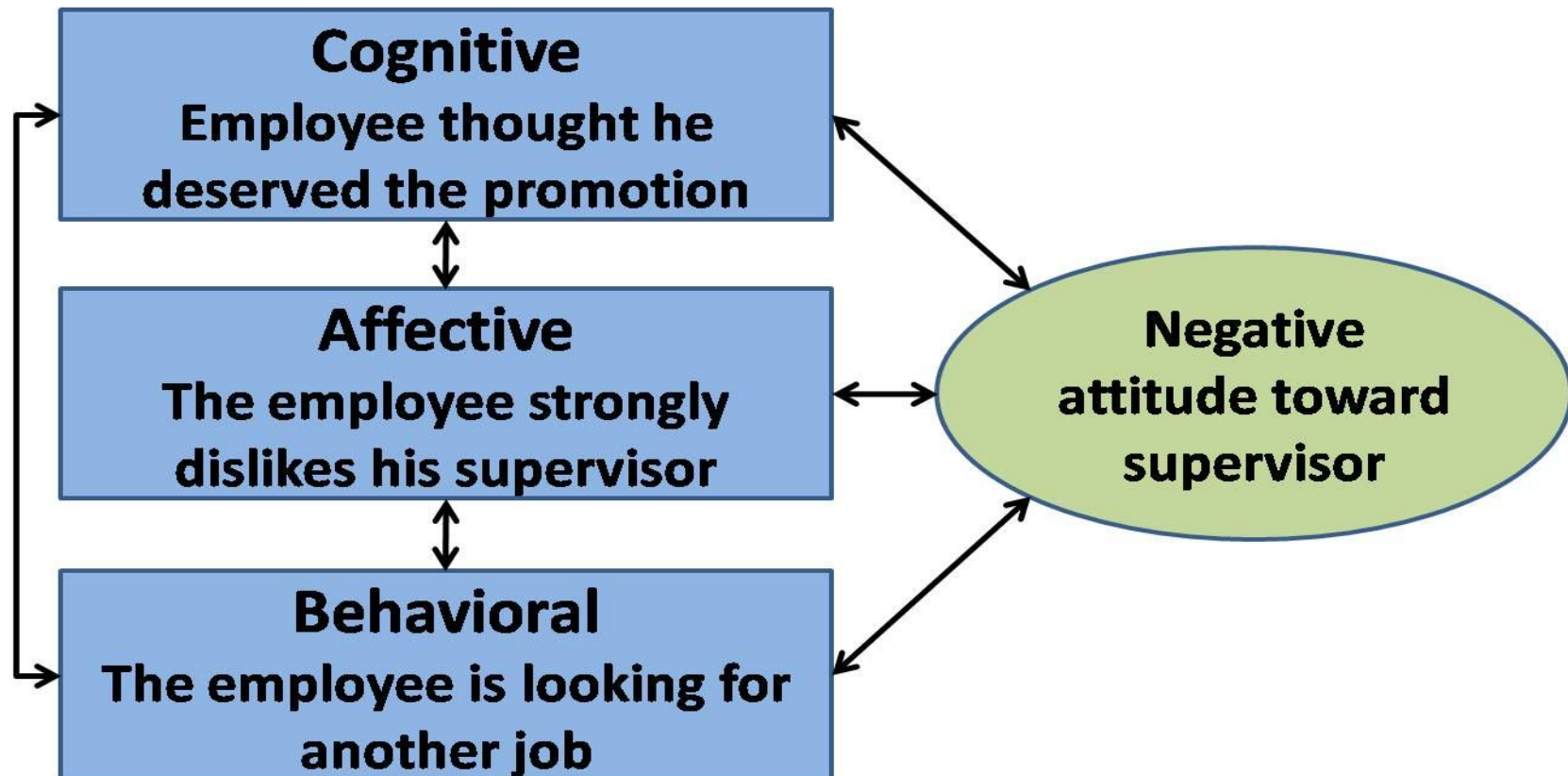


The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Components of an Attitude

Example



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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”



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Motivation



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

What is Motivation?

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

Key Elements

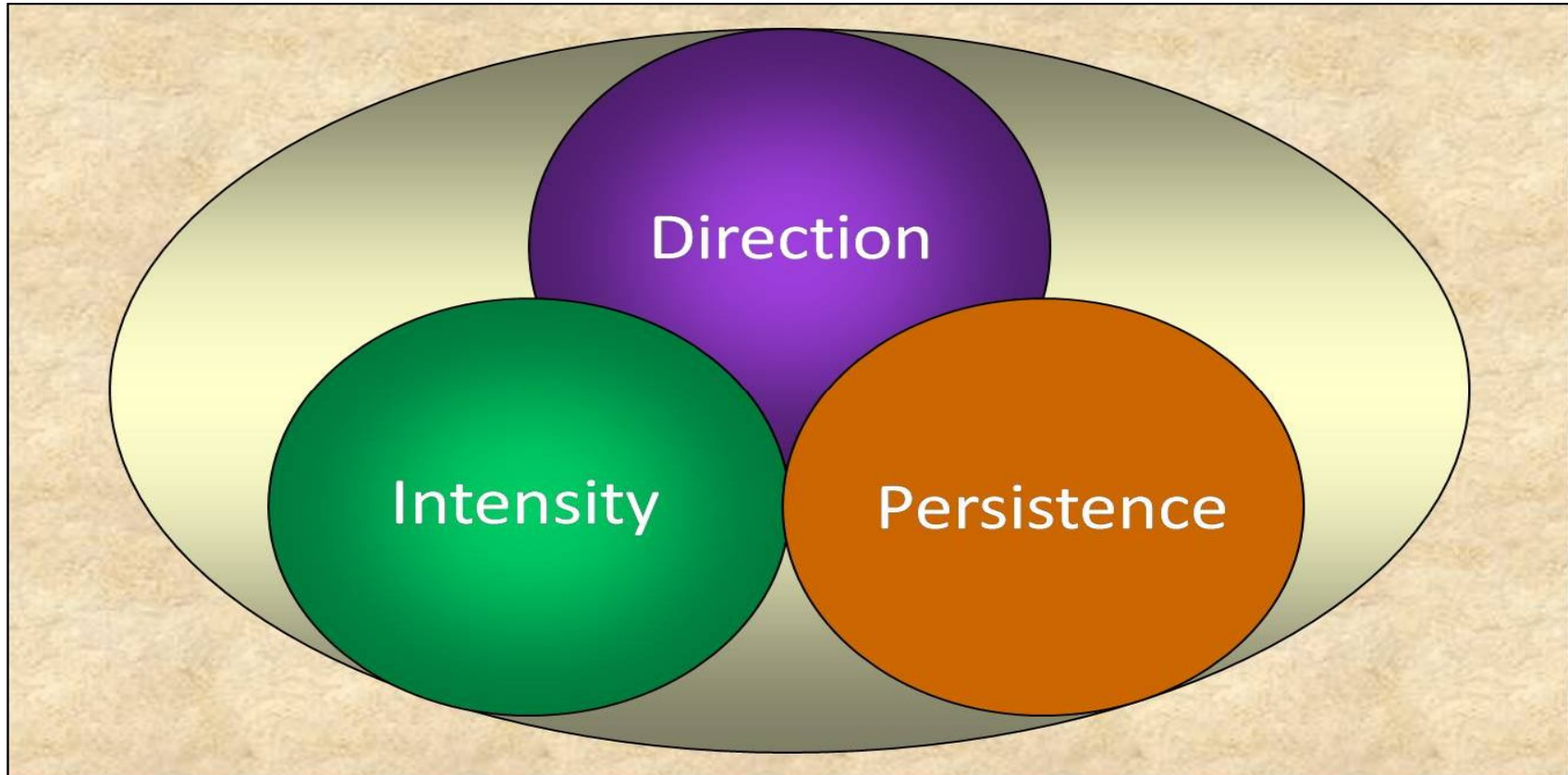
1. **Intensity**: how hard a person tries
2. **Direction**: toward beneficial goal
3. **Persistence**: how long a person tries



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

What Is Motivation?



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

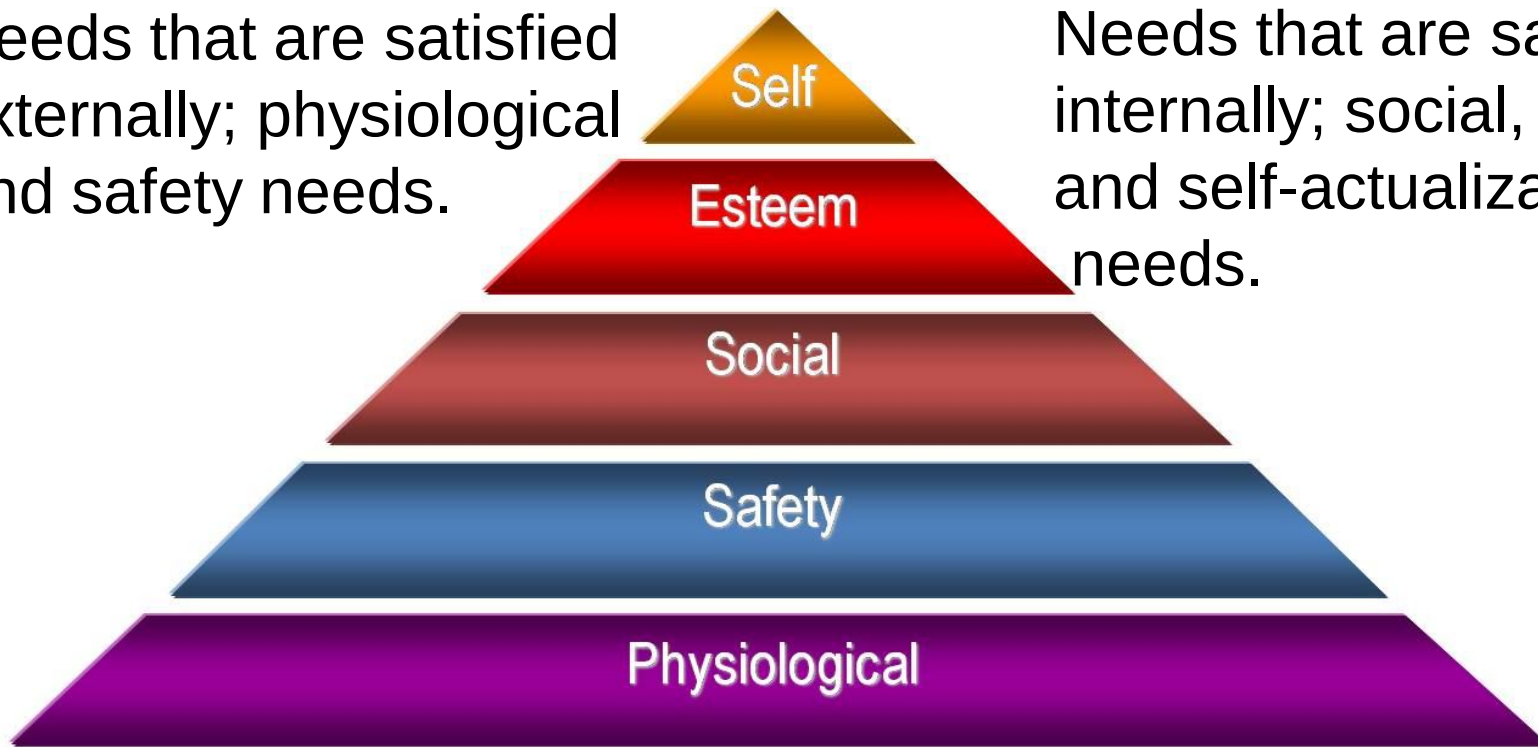
Maslow's Hierarchy of Needs

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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!



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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

Separate constructs

- Hygiene Factors---
Extrinsic & Related to
Dissatisfaction
- Motivation Factors---
Intrinsic and Related to
Satisfaction

Motivators:

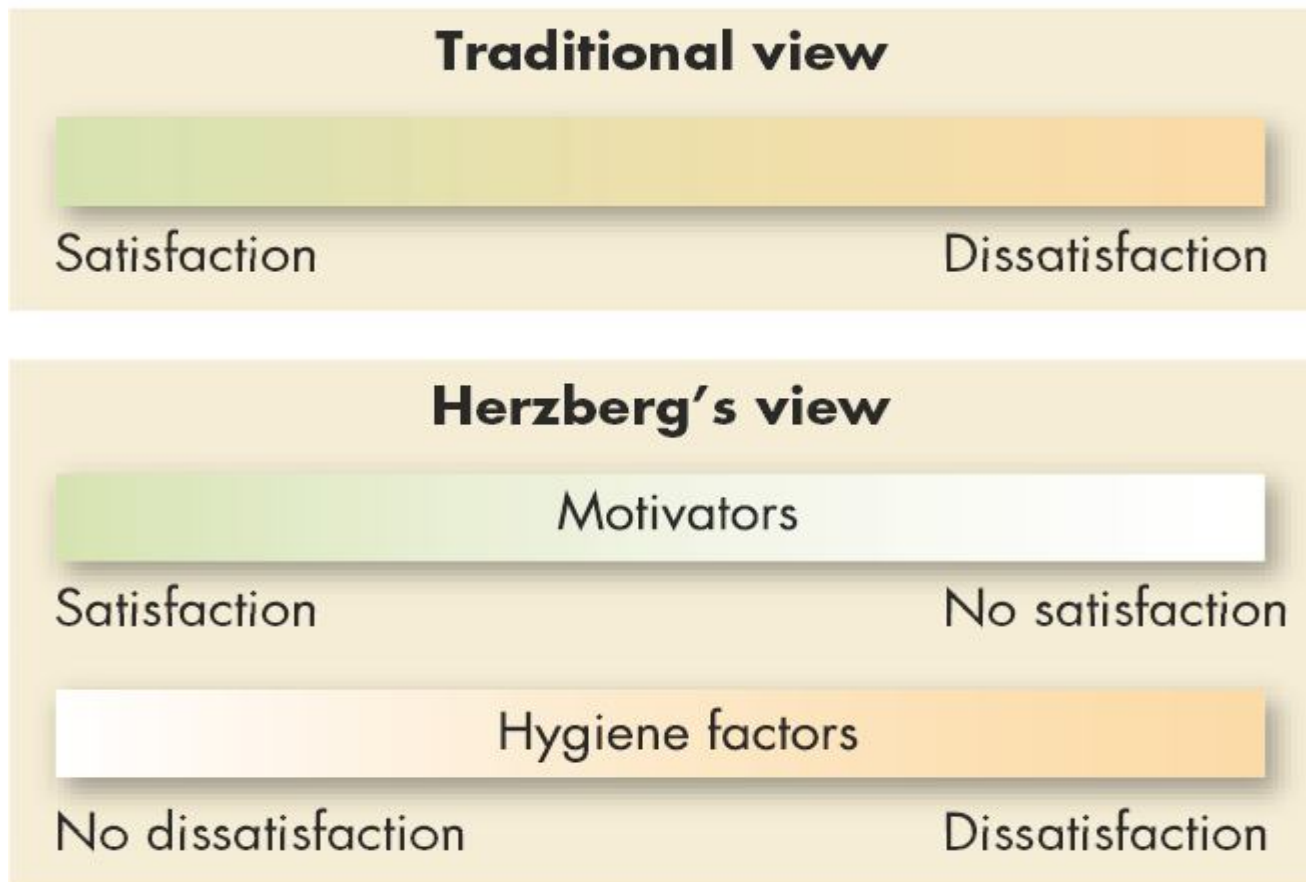
- Achievement
- Responsibility
- Growth



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Contrasting Views of Satisfaction and Dissatisfaction



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

- 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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.

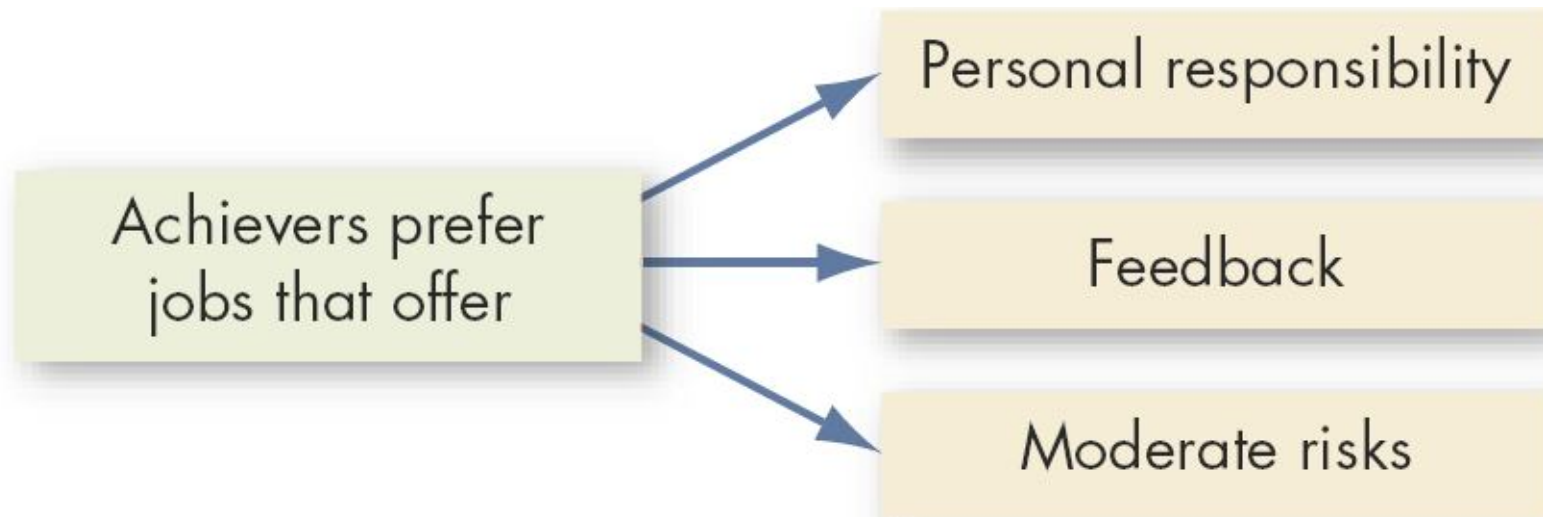
Bottom Line: Individuals have different levels of needs in each of these areas, and those levels will drive their behavior



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Matching High Achievers and Jobs



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Goal Setting in Action: MBO Programs

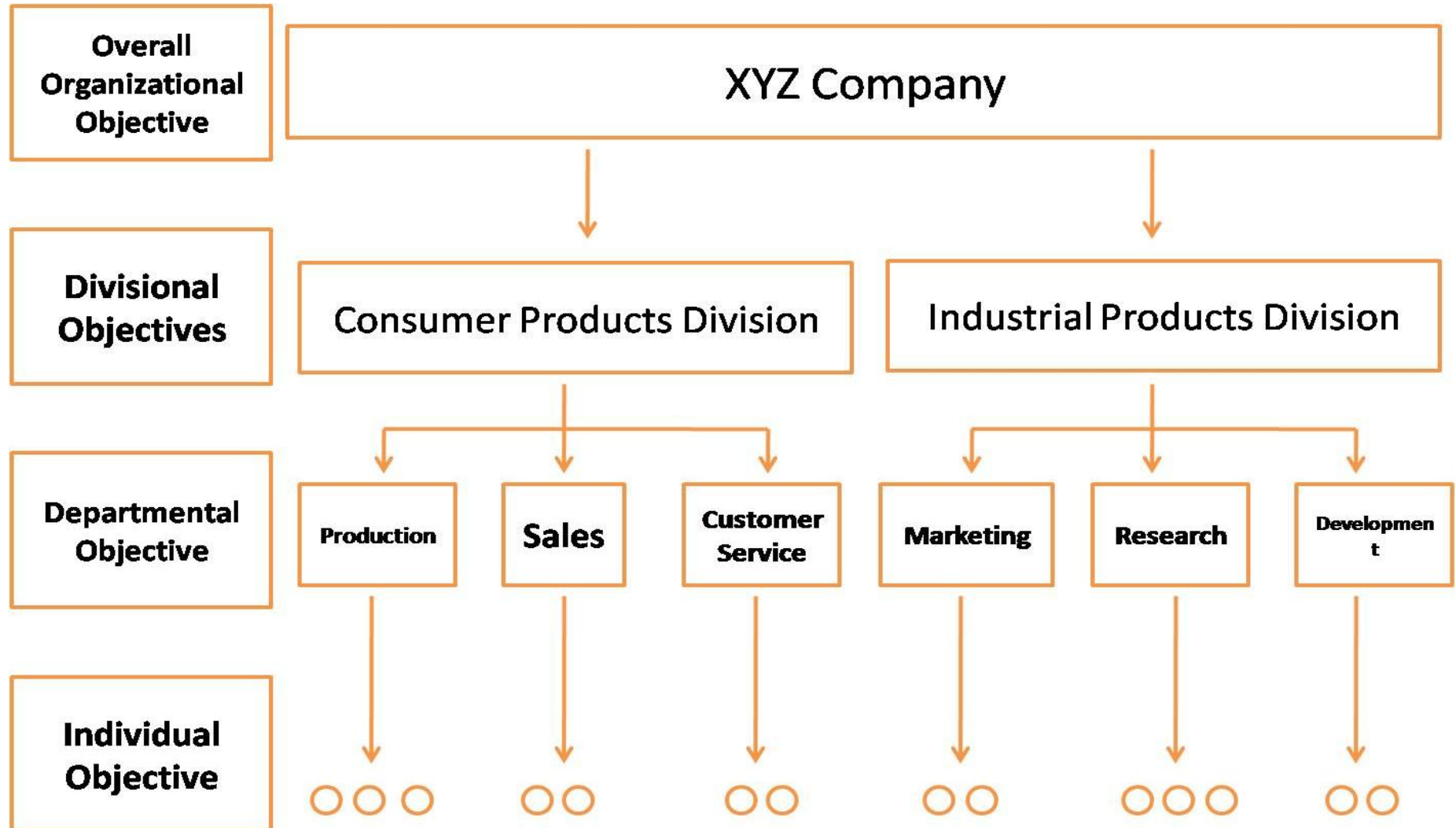
Management By Objectives Programs

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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 reinforcers**, 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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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.



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Motivating People through Job Design and Goal Setting

- Job Design
- Quality of Work Life and Socio-technical Design
- Goal Setting



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com

Learning: Processes, Reward System, and Behavioral Management

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



The Institute of Management Excellence
(TIME)

E-Mail : info@time.pridepk.com, Web: www.time.pridepk.com