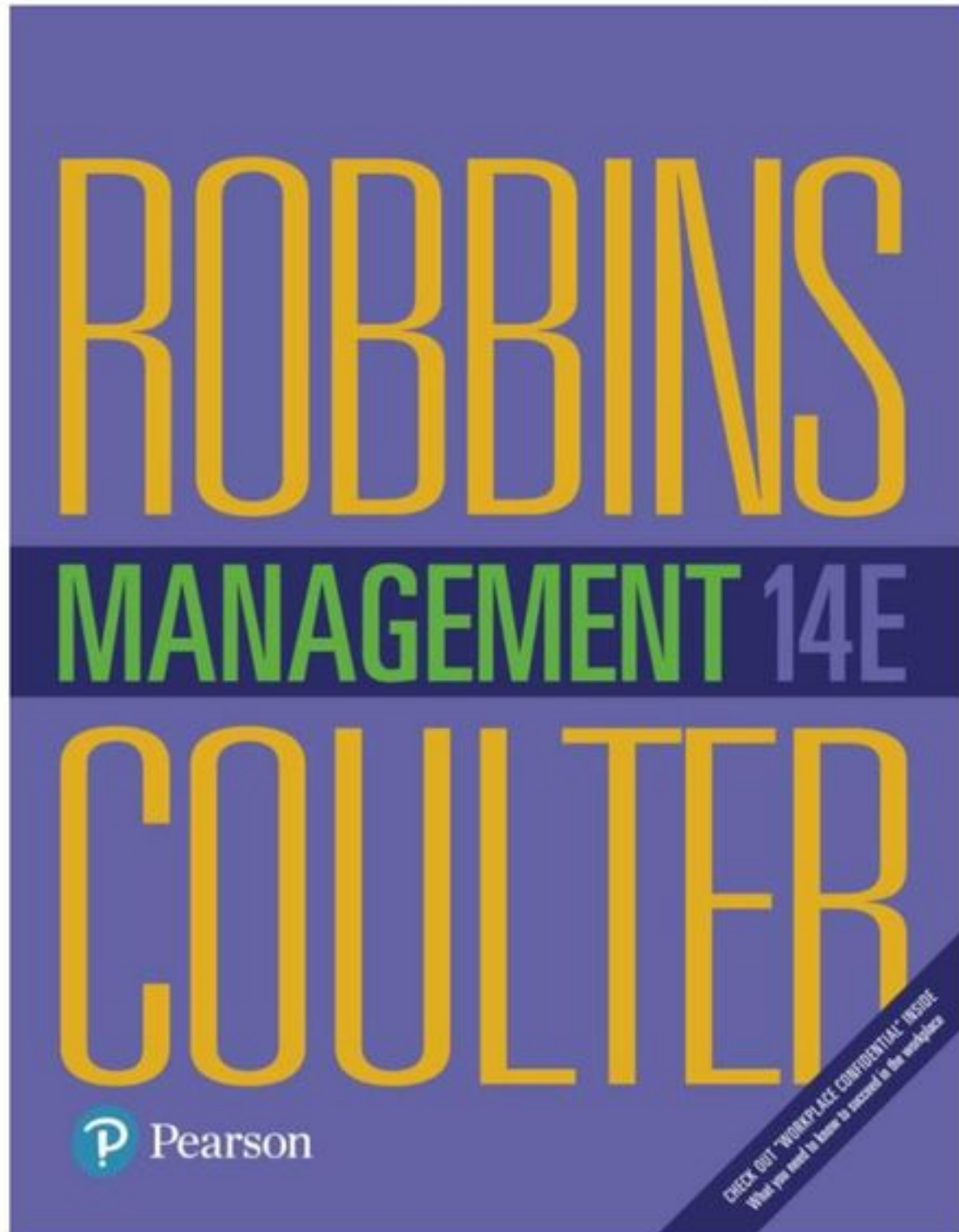


Management

Fourteenth Edition



Chapter 15

Understanding and
Managing Individual
Behavior

Learning Objectives

- 15.1 Identify** the focus and goals of individual behavior within organizations.
- 15.2 Explain** the role that attitudes play in job performance.
- 15.3 Describe** different personality theories.
Know how to be more self-aware.
- 15.4 Describe** perception and factors that influence it.
- 15.5 Discuss** learning theories and their relevance in shaping behavior.
Develop your skill at shaping behavior.

Focus and Goals of Organizational Behavior

- **Behavior:** the actions of people
- **Organizational behavior:** the study of the actions of people at work

Exhibit 15-1

Organization as Iceberg



Exhibit 15-1 shows that like an iceberg, OB has a small visible dimension and a much larger hidden portion.

Focus of Organizational Behavior

- Individual behavior
- Group behavior
- Organizational aspects

Goals of Organizational Behavior (1 of 2)

- **Employee productivity:** a performance measure of both efficiency and effectiveness
- **Absenteeism:** the failure to show up for work
- **Turnover:** the voluntary and involuntary permanent withdrawal from an organization

Goals of Organizational Behavior (2 of 2)

- **Organizational citizenship behavior (OCB):** discretionary behavior that is not part of an employee's formal job requirements, but which promotes the effective functioning of the organization
- **Job satisfaction:** an employee's general attitude toward his or her job
- **Counterproductive workplace behavior:** any intentional employee behavior that is potentially damaging to the organization or to individuals within the organization

Attitudes and Job Performance

- **Attitudes:** evaluative statements, either favorable or unfavorable, concerning objects, people, or events

Attitude Components

- **Cognitive component:** that part of an attitude that's made up of the beliefs, opinions, knowledge, or information held by a person
- **Affective component:** that part of an attitude that's the emotional or feeling part
- **Behavioral component:** that part of an attitude that refers to an intention to behave in a certain way toward someone or something

Job Satisfaction

- High level of satisfaction = positive attitude
Dissatisfaction = negative attitude
- Linked to:
 - Productivity
 - Absenteeism
 - Turnover
 - Customer satisfaction
 - OCB
 - Counterproductive behavior

Job Involvement and Organizational Commitment (1 of 2)

- **Job involvement:** the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to self-worth
- **Organizational commitment:** the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in that organization

Job Involvement and Organizational Commitment (2 of 2)

- **Perceived organizational support:** employees' general belief that their organization values their contribution and cares about their well-being

Employee Engagement

- **Employee engagement:** when employees are connected to, satisfied with, and enthusiastic about their jobs

Attitudes and Consistency

- People generally seek consistency among their attitudes and between their attitudes and behavior; they try to reconcile differing attitudes and align their attitudes and behavior so they appear rational and consistent.

Cognitive Dissonance Theory

- **Cognitive dissonance:** any incompatibility or inconsistency between attitudes or between behavior and attitudes

Attitude Surveys

- **Attitude surveys:** surveys that elicit responses from employees through questions about how they feel about their jobs, work groups, supervisors, or the organization

Exhibit 15-2

Sample Employee Attitude Survey

Sample Statements from an Employee Attitude Survey

I have ample opportunities to use my skills/abilities in my job.

My manager has a good relationship with my work group.

My organization provides me professional development opportunities.

I am told if I'm doing good work or not.

I feel safe in my work environment.

My organization is a great place to work.

Implications for Managers

- Managers should be interested in their employees' attitudes because they influence behavior.

Personality

- **Personality:** the unique combination of emotional, thought, and behavioral patterns that affect how a person reacts to situations and interacts with others

MBTI®

- The MBTI® is a popular personality-assessment instrument.
- It classifies individuals as exhibiting a preference in four categories:
 - Extraversion or introversion (E or I)
 - Sensing or intuition (S or N)
 - Thinking or feeling (T or F)
 - Judging or perceiving (J or P)

Exhibit 15-3

Examples of MBTI® Personality Types

Type	Description
I–S–F–P (introversion, sensing, feeling, perceiving)	Sensitive, kind, modest, shy, and quietly friendly. Such people strongly dislike disagreements and will avoid them. They are loyal followers and quite often are relaxed about getting things done.
E–N–T–J (extraversion, intuition, thinking, judging)	Warm, friendly, candid, and decisive; also skilled in anything that requires reasoning and intelligent talk, but may sometimes overestimate what they are capable of doing.

The Big Five Model

- **Big Five Model:** personality trait model that includes extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience

Additional Personality Insights (1 of 2)

- **Locus of control:** a personality attribute that measures the degree to which people believe they control their own fate
- **Machiavellianism:** a measure of the degree to which people are pragmatic, maintain emotional distance, and believe that ends justify means

Additional Personality Insights (2 of 2)

- **Self-esteem:** an individual's degree of like or dislike for himself or herself
- **Self-monitoring:** a personality trait that measures the ability to adjust behavior to external situational factors

Other Personality Traits

- **Proactive personality:** a personality trait that describes individuals who are more prone to take actions to influence their environments
- **Resilience:** an individual's ability to overcome challenges and turn them into opportunities

Personality Types in Different Cultures

- No personality type is common for a given country, yet a country's culture influences the **dominant** personality characteristics of its people.

Emotions and Emotional Intelligence

- **Emotions:** intense feelings that are directed at someone or something
- **Emotional intelligence:** the ability to notice and to manage emotional cues and information

Five Dimensions of Emotional Intelligence

- Self-awareness
- Self-management
- Self-motivation
- Empathy
- Social skills

Implications for Managers: Personality

- Managers are likely to have higher-performing and more satisfied employees if consideration is given to matching personalities with jobs.

Exhibit 15-4

Holland's Personality-Job Fit

TYPE	PERSONALITY CHARACTERISTICS	SAMPLE OCCUPATIONS
Realistic. Prefers physical activities that require skill, strength, and coordination	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer
Investigative. Prefers activities involving thinking, organizing, and understanding	Analytical, original, curious, independent	Biologist, economist, mathematician, news reporter
Social. Prefers activities that involve helping and developing others	Sociable, friendly, cooperative, understanding	Social worker, teacher, counselor, clinical psychologist
Conventional. Prefers rule-regulated, orderly, and unambiguous activities	Conforming, efficient, practical, unimaginative, inflexible	Accountant, corporate manager, bank teller, file clerk
Enterprising. Prefers verbal activities that offer opportunities to influence others and attain power	Self-confident, ambitious, energetic, domineering	Lawyer, real estate agent, public relations specialist, small business manager
Artistic. Prefers ambiguous and unsystematic activities that allow creative expression	Imaginative, disorderly, idealistic, emotional, impractical	Painter, musician, writer, interior decorator

Exhibit 15-4 describes the six types, their personality characteristics, and examples of suitable occupations for each.

Perception

- **Perception:** process by which we give meaning to our environment by organizing and interpreting sensory impressions

Factors that Influence Perception

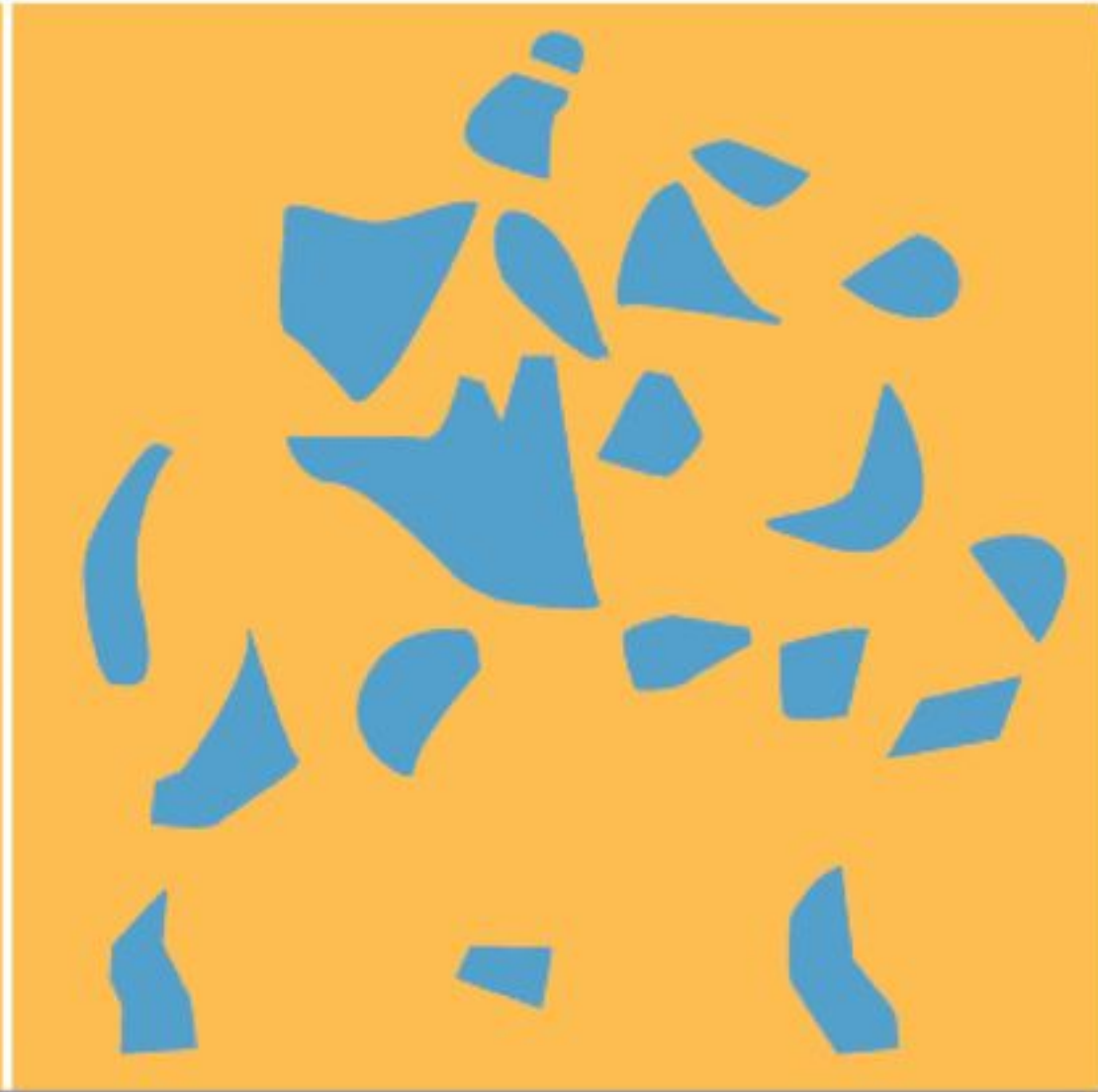
- A number of factors act to shape and sometimes distort perception including:
 - Perceiver
 - Target
 - Situation

Exhibit 15-5

What Do You See?



Old woman or young woman?



A knight on a horse?

In Exhibit 15-5, notice how what you see changes as you look differently at each one.

Attribution Theory (1 of 2)

- **Attribution theory:** a theory used to explain how we judge people differently depending on what meaning we attribute to a given behavior
- Attribution depends on three factors:
 - Distinctiveness
 - Consensus
 - Consistency

Exhibit 15-6

Attribution Theory

OBSERVATION	INTERPRETATION	ATTRIBUTION OF CAUSE
Does person behave this way in other situations?	YES: Low distinctiveness NO: High distinctiveness	Internal attribution External attribution
Do other people behave the same way in similar situations?	YES: High consensus NO: Low consensus	External attribution Internal attribution
Does person behave this way consistently?	YES: High consistency NO: Low consistency	Internal attribution External attribution

Exhibit 15-6 summarizes the key elements of attribution theory.

Attribution Theory (2 of 2)

- **Fundamental attribution error:** the tendency to underestimate the influence of external factors and to overestimate the influence of internal or personal factors
- **Self-serving bias:** the tendency of individuals to attribute their successes to internal factors while blaming personal failures on external factors

Shortcuts Used in Judging Others

- **Assumed similarity:** the assumption that others are like oneself
- **Stereotyping:** judging a person based on a perception of a group to which that person belongs
- **Halo effect:** a general impression of an individual based on a single characteristic

Implications for Managers: Perception

- Managers need to recognize that their employees react to perceptions, not to reality.

Learning

- Managers need to recognize that their employees react to perceptions, not to reality.

Operant Conditioning

- **Operant conditioning:** a theory of learning that says behavior is a function of its consequences

Social Learning

- **Social learning theory:** a theory of learning that says people can learn through observation and direct experience

Shaping: A Managerial Tool

- **Shaping behavior:** the process of guiding learning in graduated steps using reinforcement or lack of reinforcement

Implications for Managers: Learning

- Employees are going to learn on the job: are managers going to manage their learning through the rewards they allocate and the examples they set, or allow it to occur haphazardly?

Review Learning Objective 15.1

- **Identify the focus and goals of individual behavior within organizations.**
 - Organization behavior (OB) focuses on three areas: individual behavior, group behavior, and organizational aspects.
 - Behaviors include productivity, absenteeism, turnover, organizational citizenship, and job satisfaction.

Review Learning Objective 15.2

- **Explain the role that attitudes play in job performance.**
 - Cognitive component, affective component, behavioral component
 - Job satisfaction, job involvement, organizational commitment, employee engagement

Review Learning Objective 15.3

- **Describe different personality theories.**
 - MBTI®
 - Big Five Model
 - Personality traits

Review Learning Objective 15.4

- **Describe perception and factors that influence it.**
 - Perception
 - Fundamental attribution error
 - Self-serving bias
 - Shortcuts:
 - Assumed similarity
 - Stereotyping
 - Halo effect

Review Learning Objective 15.5

- **Discuss learning theories and their relevance in shaping behavior.**
 - Operant conditioning
 - Social learning theory
 - Shaping behavior

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