Organizational Behaviour

Unit - II

Cognitive Processes - II

Personality & Attitudes

The term personality has been derived from Latin word 'persona' which means 'to speak through'

Though the term personality is frequently used by people there does not seem to be any consensus about its meaning, as they mean different things to different people there prevails a deal of controversy over the meaning of personality.

I) Definition by Allport

Allport has identified fifty different definitions of the term. He has categorised them into five areas as follows

(1) Omnibus: These definitions view personality as the sum total, aggregate or constellation of properties or qualities

(2) Integrative and Configurational: Under this view of personality the org'

of personal attributes is stressed

(3) Hierarchial: These definitions specify the various levels of integration or organisation of personality

(4) Adjustment: This view emphasises the adjustment (adaption, survival & evolution) of the person to the environment.

(5) Distinctiveness: The definitions for this category stress uniqueness of each personality.

Drawing from these approaches he has offered the definition of personality as

" personality is the dynamic organisation within the individual of those psychological systems that determine his unique adjustment to his environment

II Definition by Ruch.

According to Ruch, personality should include

(i) External appearance & behaviour or social stimulus value

Scanned by TapScanner

(ii). Innerawareness of self as a permanent organising force and

iii) the particular pattern or organisation of measurable traits, both inner and outer

III Definition by Maddi

As personality embraces all the unique traits and patterns of adjustment of the individual in his relationship with others & his environment. Not only the structuring of personality but its dynamic qualities are also considered.

According to Maddi "personality is a set of characteristics and tendencies that determine those commonalities & differences in the behaviour (thoughts, feelings & actions) of people that have continuity in time and that may not be easily understood as the sole result of the social & biological pressures of the moment"

Scanned by TapScanner

Personality Theories.

Just as everyone has his own definition of Personality, practically every one has his own theory of personality. Thus, grouping the various theories and labelling the various categories becomes a difficult task.

However, the most logical grouping of Personality theory seems to be into Psychoanalytic, Socio-Psychological, trait, & Self theories.

I Psychoanalytic Theory

Psychoanalytic theory is based on the notion that man is motivated more by unseen forces than he is controlled by conscious and rational thought.

This framework contains three aspects though interrelated but often conflicting

These are

⇒ Id
⇒ Ego
⇒ Super Ego

(i) Id: The id is the source of psychic energy and seeks immediate gratification for biological or instinctual needs. The id would proceed unchecked to satisfy motives

(ii) The Ego: ⇒ The ego is the conscious & logical part of the human personality & is associated with the reality principle.

⇒ While id represents the unconscious part, ego is conscious.

⇒ Thus ego keeps the id in check through the realities of the external environment through intellect and reason.

⇒ Conflicts arise out of the functioning of id & ego, since Id wants immediate gratification & ego dictates denial or postponement to a more appropriate time and place.

⇒ In order to resolve the conflict, the ego gets support from the super ego.

3. The super ego: It can best be described as the Conscience

Scanned by TapScanner

⇒ The super ego provides norms to ego to determine what is wrong or right as Super ego represents social & personal norms and serves as an ethical Constraint on behaviour.

⇒ A Conscience is developed by absorption of cultural values & norms of society.

Socio - Psychological Theory.

This theory recognises the interdependence of the individual & society. The individual strives to meet the needs of the society while society helps the individual in attain his goal. Out of this interaction, the personality of an individual is determined.

⇒ The names associated with this theory are Adler, Horney, Fromm & Sullivan.

for Example

Fromm emphasised the importance of social Context, while Sullivan & Horney stressed inter-personal behaviour &

Scanned by TapScanner

Adler employed three different Variables Horney model suggests that human behaviour is results from 3 predominant interpersonal Orientations. They are

(1) Compliant : are those people who are dependent on Others & move towards Others

(2) Aggressive : Aggressive people are motivated by the need for power & move against Others.

(3) Detached : Detached people are self-sufficient and move away from Others.

Conclusion: The managers in the organisation can take clue from this theory in shaping the behaviour of their employees. to certain extent

Scanned by TapScanner

Trait Theory

A trait may be defined as any distinguishable, relatively enduring way in which one individual differs from another. & hence considered as individual variables.

The 3 basic assumptions of this theory:

1. Traits are common to many individuals & vary in absolute amounts between individuals
2. Traits are relatively stable & exert fairly universal efforts on behaviour regardless of the environmental situation.
3. Traits can be inferred from the measurement of behavioural indicators.

Contributors to this theory.

⇒ Allport
⇒ Cattell

Allport bases his theory on the distinction between Common traits & personal dispositions. Common traits are used to compare people & he identified six categories of values (i) Religious (ii) Social (iii) Economic (iv) political (v) aesthetic (vi) theoretical for comparitive purpose.

Scanned by TapScanner

Cattell: has developed a similar set from these Psychological measures.
He has identified 2 categories of traits
(i) Surface traits
(ii) Source traits.

He determined 35 surface traits by finding cluster of traits that are correlated
Eg: wise foolish, sociable - seclusive, honest - dishonest etc.
He identified 12 source traits
for Eg: good nature & trustfulness, critical & suspicious, dominance Vs submissiveness etc.

Conclusion: This theory is very descriptive rather than analytical & is a long way from being comprehensive theory of personality.

Self Theory

Carl Rogers theory of personality is very relevant in organisational behaviour
He defines the self concept as organized consistent, conceptual, gestalt composed of perceptions of the "I" or "me" & the perceptions of the relationships of the "I" or

"me" to others & to various aspects of life.

There are (4) factors in self concept

Self Theory $\xrightarrow{\text{Factors}}$
- Self image
- Ideal - self
- Looking glass - self
- Real - self.

(i) <u>Self image</u> :- It is the way one sees Oneself. Every person has certain beliefs about who or what he is taken together, these beliefs are a Persone self image & identity.

(ii) <u>Ideal - Self</u> :- The ideal self denotes the way one would like to be. It differs from self image ie self image is a reality that is ~~what~~ Perceived by him while ideal - self is the ideal position as perceived by him.

(iii) <u>Looking glass - Self</u> :- This is the Perception ~~about~~ of others perception, ie the way one thinks people perceive

about him and not the way people actually see him. Thus beliefs about self are in large measure a reflection of other perception about the person.

(iv) Real-self : The real self is what one really is. The first 3 aspects of self-concept are the functions of individual perception ~~s~~ they may be same, or different as the real-self.

Personality Development

Personality development can be seen through different stages of an individual right from the child is in fetal stage & through out his life.

At each stage a person develops different aspects of personality. These stages have been described differently by different personality theorists.

These descriptions may be classified into

(I) Freudian stages

(II) Non-Freudian stages - Eriksons Psychological stages

Scanned by TapScanner

I. Freudian stages Theory

According to freud, personality develops as a result of interaction of four main sources of stress.

These are physical growth process, frustration, conflicts & threats.

These sources affect differently at each stage of the life of a person & these stages can be classified into 5 categories

(i) Oral stage: covers the period from birth to 18 months of age.

(ii) Anal stage: from 18 months to 3 yrs. if proper attention is not given to the child, he experiences stresses which affect his personality

(iii) phallic stage: This stage extends from 3 to 7 years, at this stage the child is prone to develop many types of complexes. (electra, Oedipus complex)

(iv) Latency stage: This stage is from 7 to 12 yrs.

Scanned by TapScanner

(v) Genital stage: This stage is from 12 - 20 yrs.

The disagreement of this theory revolves around the term used for describing various stages like oral for dependent, anal for compulsive or genital for mature & so on.

II Non Freudian Theory.

Erikson has asserted that a psychological crisis occurs within each of the stages & that in order to have a normal fulfilling personality, each crisis should be optimally resolved. He listed out 8 stages ~~wh~~ that are not totally seperable & the crisis at a particular stage is not fully resolved.

(i) Oral Sensory Stage: The infant who is cared well develops trust in people while the infant who is not cared develops mistrust. It is a crisis of trust & mistrust ~~wh~~ This stage makes a serious impact on a child that influences his behaviour for the remaining life.

Scanned by TapScanner

(ii) Mascular & Anal stays : In this stage if the child faces disapproval by the elders he develops a sense of doubt & shame It is a sense of autonomy.

(iii) Locomotor Genital Stage : If the child is encouraged to experiment & he achieve reasonable goals he develops the sense of initiative

If the child is blocked & made to feel incapable he develops a sense of guilt & lack of self-confidence.

(iv) Latency Stage : If the child experiences progress at a rate compatible with his abilities by developing many new skills, he develops a sense of enterprise or else sense of inferiority

(v) Adolescence : 'Sense of Identity'

a sense of feeling who he is & tries to establish himself as socially different from his parents. It is imp to help the teenager to resolve the crisis of Identity (Vs) Confusion & to prepare himself for the adulthood

Scanned by TapScanner

(vi) Early Adulthood: This is the ~~early~~ stage of early 20's of the life in which the person tries to resolve the crisis of intimacy (vs) Isolation

(vii) Young & middle Adulthood: Person tries to resolve the crisis of generativity (vs) stagnation (or self absorption.

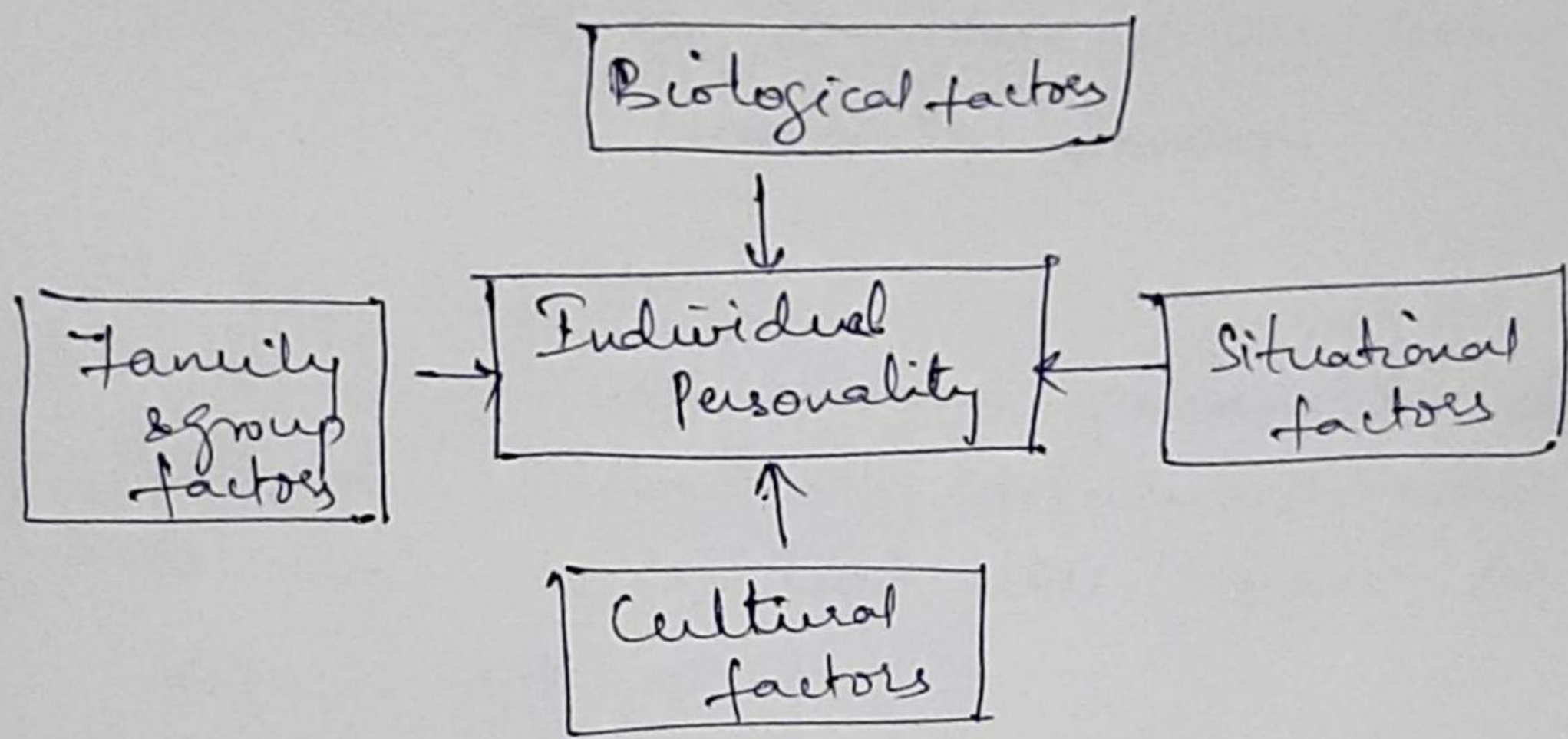
(viii) Mature adulthood: This is the 30's stage of the life in which the person faces the crisis of integrity (vs) despair. At this stage, the person gets maturity, wisdom & perspective that can guide the younger generations.

Determinants of personality

Scott and Mitchell have classified various determinants into the following broad categories

→ 1) Biological factors
→ 2) Family & social factors
→ 3) Cultural factors
→ 4) Situational factors.

Scanned by TapScanner



(1) Biological factors :

(i) Heredity : Heredity predisposes to certain physical, mental & emotional states which transmit from ancestors to descendant through a mechanism lying primarily in the chromosomes of the germ cell

Scanned by TapScanner

(ii) Brain: 2nd Imp factor is brain which is supposed to play role in shaping personality depending on the structure of the brain an individuals personality develops

(iii) Physical features

An individual's external personality / appearance which is biologically determined will influence on others & in turn will affect his self-concept

2) Family & Social factors

i) Home environment

ii) Family members

iii) Social groups

(3) Cultural factors:-

Culture is the ~~[illegible]~~ underlying determinant of human decision-making.

It generally determines attitudes towards independence, aggression, Competition & Cooperation.

Problem stems from the existence of numerous subcultures within a given culture, thus workers are not influenced

Scanned by TapScanner

by the same culture as managers are.

(4) Situational Factors

The S-O-B model of human behaviour considers the situations under which the behaviour is occurring.
Migrams research states that : a situation exerts an important press on the individual. It exercises constraints & may provide push.
Situation in which he is placed will determine his actions.
Thus because of changed situation, his personality composition changes.
This aspect is very important for organizational behaviour because a manager has control over the org situation, because a worker's personality & history suggests that he must be put under right situation & control by the manager's.

Scanned by TapScanner

Big 5 Personality Traits

- Openness to Experience
- Conscientiousness
- Extroversion
- Agreeableness
- Neuroticism (Emotional Stability)

Openness to Experience

This trait is often referred to as the depth of someone's mental experiences, or imagination. It encompasses someone's desire to try new things, be open and think creatively. People who score high in this area are generally artistic and curious, while those who score low tend to be conventional and stay in their comfort zones.

Conscientiousness

This trait measures a person's reliability and dependability. Someone who scores higher in this area is more goal-oriented, tends to control impulses, and is usually very organized. They are likely to see success in school and excel as a leader. Those who score lower in this area are more likely to be impulsive and procrastinate on assignments.

Extraversion

The extroversion trait indicates how social and talkative a person may be. Those scoring high in extroversion are generally more assertive, socially confident, and recharge from interacting with people, while those who score lower are more likely to seek solitude and introspection.

Agreeableness

Agreeableness shows how well someone can get along with other people. People scoring high in this trait are usually well-liked, sympathetic, and affectionate, and those who score lower are perceived as blunt, rude, and sarcastic.

Scanned by TapScanner

Neuroticism (Emotional Stability)

It measures how well a person can control emotions like anxiety and sadness. Scoring high in this area indicates that someone may be prone to those emotions and may also have low self-esteem. Those receiving a low score are probably more confident and adventurous.

Scanned by TapScanner

Myers-Briggs Type Indication (MBTI)

Scanned by TapScanner

Myers-Briggs Type Indication (MBTI)

- The Myers-Briggs Personality Type Indicator is a self-report inventory designed to identify a person's personality type, strengths, and preferences. The questionnaire was developed by Isabel Myers and her mother Katherine Briggs based on their work with Carl Jung's theory of personality types.

- Based on the answers to the questions on the inventory, people are identified as having one of 16 personality types. The goal of the MBTI is to allow respondents to further explore and understand their own personalities including their likes, dislikes, strengths, weaknesses, possible career preferences, and compatibility with other people.

Scanned by TapScanner

Myers-Briggs Type Indication (MBTI)

- Extraversion (E) – Introversion (I)

  Extraverts (also often spelled extroverts) are "outward-turning" and tend to be action-oriented, enjoy more frequent social interaction, and feel energized after spending time with other people. Introverts are "inward-turning" and tend to be thought-oriented, enjoy deep and meaningful social interactions, and feel recharged after spending time alone.

- Sensing (S) – Intuition (N)

  People who prefer sensing tend to pay a great deal of attention to reality, particularly to what they can learn from their own senses. They tend to focus on facts and details and enjoy getting hands-on experience. Those who prefer intuition pay more attention to things like patterns and impressions. They enjoy thinking about possibilities, imagining the future, and abstract theories.

Scanned by TapScanner

Myers-Briggs Type Indication (MBTI)

- Thinking (T) – Feeling (F)

  People who prefer thinking place a greater emphasis on facts and objective data. They tend to be consistent, logical, and impersonal when weighing a decision. Those who prefer feeling are more likely to consider people and emotions when arriving at a conclusion.

- Judging (J) – Perceiving (P)

  The final scale involves how people tend to deal with the outside world. Those who lean toward judging prefer structure and firm decisions. People who lean toward perceiving are more open, flexible, and adaptable.

Scanned by TapScanner

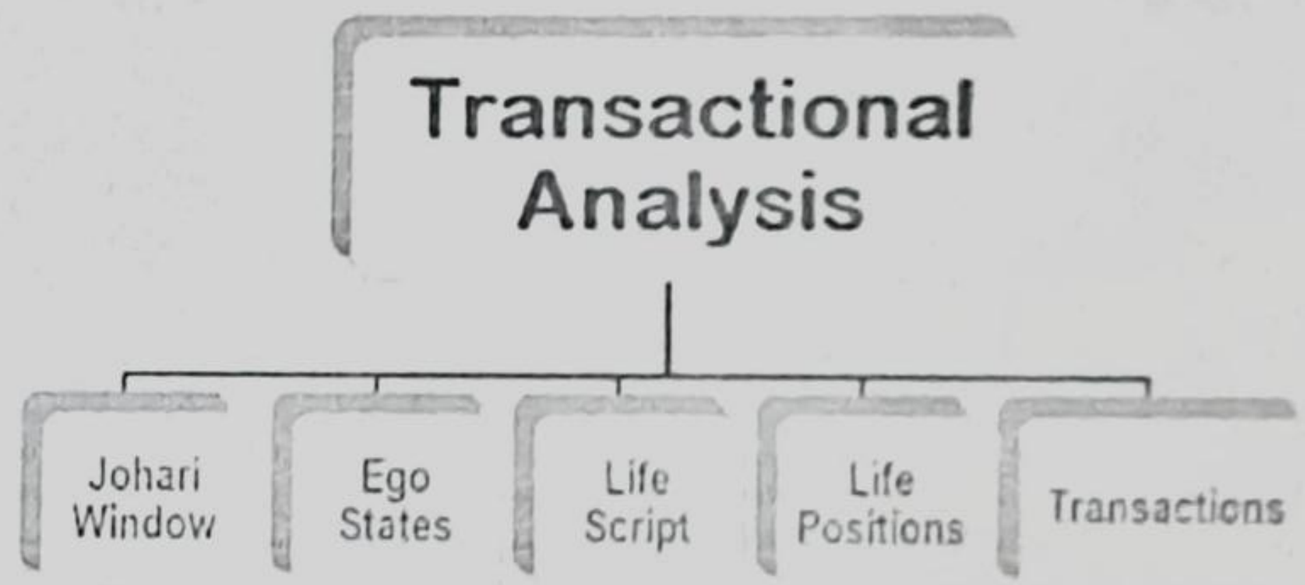
Transactional Analysis

Scanned by TapScanner

Transactional Analysis

- The **Transactional Analysis** refers to the psychoanalytic process wherein the interpersonal behaviors are studied. In other words, a social psychological model that talks about the personal growth and personal change, i.e., identifying the ego states of each individual to understand their behaviors and altering them to solve the emotional problems.

- The transactional analysis gives birth to several models that help in explaining the relationship formed between the individuals as a result of their interactions.



Scanned by TapScanner

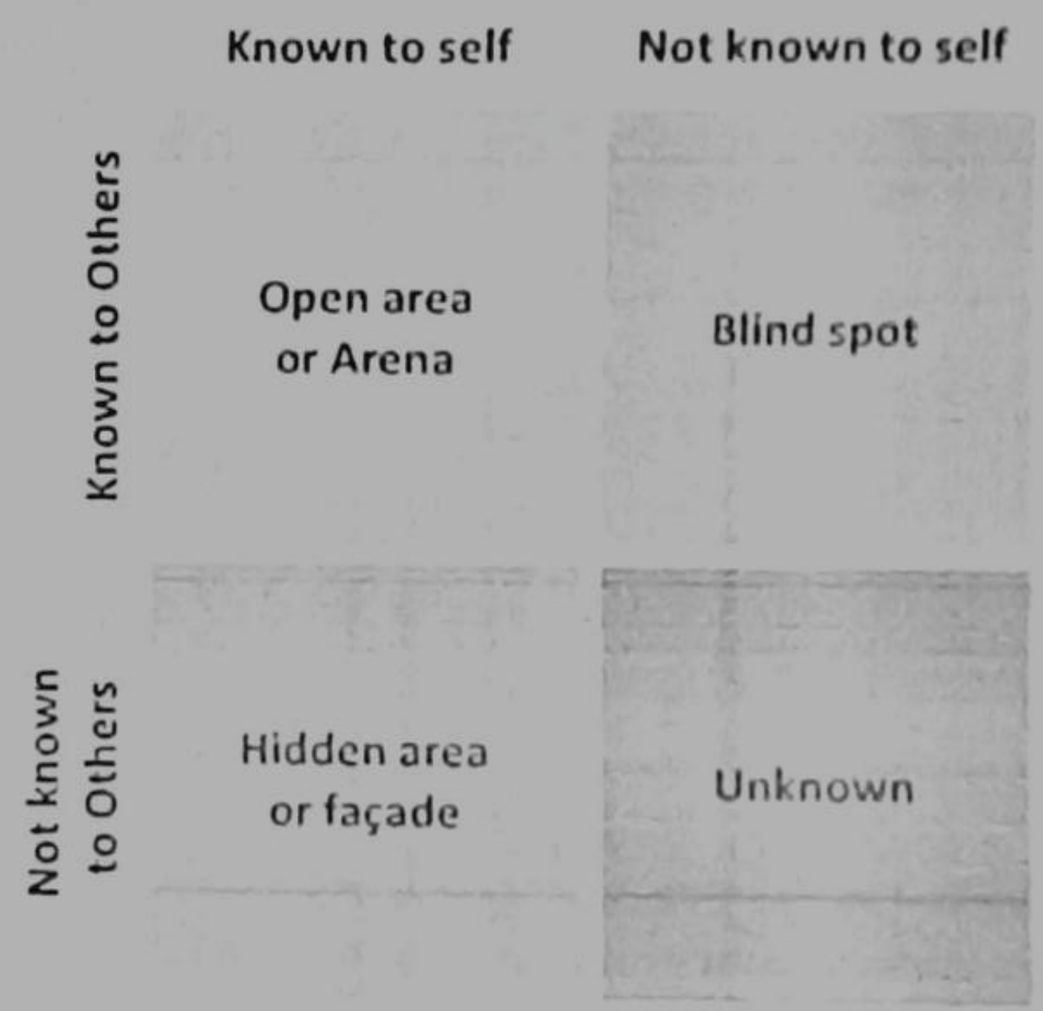
Johari Window & Transactional Analysis

Scanned by TapScanner

Johari Window

The Johari window model is used to enhance the individual's perception on others. This model is based on two ideas- trust can be acquired by revealing information about you to others and learning yourselves from their feedbacks.

Each person is represented by the Johari model through four quadrants or window pane. Each four window panes signifies personal information, feelings, motivation and whether that information is known or unknown to oneself or others in four viewpoints.



The Johari Window Model

Scanned by TapScanner

1. **Open/self-area or arena** – Here the information about the person his attitudes, behaviour, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communications occur and the larger the arena becomes the more effectual and dynamic the relationship will be. 'Feedback solicitation' is a process which occurs by understanding and listening to the feedback from another person. Through this way the open area can be increased horizontally decreasing the blind spot. The size of the arena can also be increased downwards and thus by reducing the hidden and unknown areas through revealing one's feelings to other person.

2. **Blind self or blind spot** – Information about yourselves that others know in a group but you will be unaware of it. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

3. **Hidden area or façade** – Information that is known to you but will be kept unknown from others. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.

4. **Unknown area** – The Information which are unaware to yourselves as well as others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.

Scanned by TapScanner

Job Satisfaction & Organizational Commitment.

Specific employee attitudes relating to job satisfaction and organizational commitment are a major interest to the field of organizational behaviour and the practice of human resource management.

* Locke gives a comprehensive definition of job satisfaction as involving cognitive, affective and evaluative reactions or attitudes and states it is "a pleasurable or positive emotional state resulting from the appraisal of ones job or job experience

⇒ Job satisfaction is a result of employees perception of how well their job provides those things that are viewed as important.

⇒ It is generally recognized in the organizational behaviour field that job satisfaction is the most important & frequently studied employee attitude

Scanned by TapScanner

⇒ Through the years five job dimensions have been identified to represent the most important characteristics of a job which employees have different responses they are.

(1) The work itself:

The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility

(2) Pay

The amount of financial remuneration that is received and the degree to which this is received as equitable vis-a-vis that of others in the organization

(3) promotion opportunities

The chances for advancement in the organization. A positive work environment and opportunities to grow intellectually & broaden their skills base has for many become more important than promotion opportunities

Scanned by TapScanner

(4) Supervision:

The abilities of the superior to provide technical ~~assistance~~ assistance & behavioral support. It commonly is manifested in ways such as checking to see how well the employee is doing, providing advice and assistance to the individual, and communicating with the associate on a personal as well as an official level.

(5) Coworkers

The degree to which fellow workers are technically proficient & socially supportive. A "good" work group or effective team makes the job more enjoyable. On the other hand if the reverse conditions exist – the people are difficult to get along with this factor may have a negative effect on job satisfaction.

Scanned by TapScanner

Influences on job satisfaction

The main influences can be summarized along above five dimensions

(1) The work itself
(2) pay
(3) promotions
(4) supervision
(5) work group
(6) working conditions.

working conditions have a modest effect on job satisfaction. If the working conditions are good (clean, attractive, surroundings) for instance the personnel will find it easier to carry out their jobs. or else, personnel will find it difficult to get things done. If things are good there may or may not be a job satisfaction problem.

Outcomes of job satisfaction

In examining the outcomes of job satisfaction, it is important to breakdown the analysis into a series of specific outcomes. The following sections examine the most important of these.

Scanned by TapScanner

(1) Satisfaction and performance

As most people assume a positive relationship the research to date has been mixed. The latest meta-analysis shows a ~~[illegible]~~ much stronger relationship between employee job satisfaction & performance,

(2) Satisfaction & Turnover

High job satisfaction will not lead to turnover & of itself keep turnover low, on the other hand if there is considerable job dissatisfaction there is likely to be high turnover. A low turnover rate is usually desirable because of the considerable training cost & the drawbacks of inexperience plus the loss of the tacit knowledge that those who leave take with them

(3) Satisfaction & Absenteeism

As with turnover, many other variables enter into the decision to stay home besides satisfaction with the job such as liking towards their job & importance of the job. It is important to remember that although high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is more likely to bring about absenteeism

Scanned by TapScanner

Other efforts & ways to enhance satisfaction

There are a number of other effects brought about by high job satisfaction. Such as highly satisfied employees tend to have better physical health, learn new-job related tasks more quickly, less on the job - accidents, & file fewer grievances. By building satisfaction, stress may be reduced

The following evidence-based guidelines may help enhance job satisfaction.

(i) Make jobs more fun so that it does breaks up boredom & lessen the chances of dissatisfaction

(ii) Have fair pay, benefits & promotion opportunities

(iii) Match people with jobs that fit their interests & skills

(iv) Design jobs to make them exciting & satisfying.

Scanned by TapScanner

Organizational Commitment

Although job satisfaction has received the most attention of all work-related attitudes, organizational commitment has become increasingly recognized in the org behaviour literature.

There are always many employees who are satisfied with their jobs, but dislike, say the highly bureaucratic organization they work for.

⇒ Today's workplace is enveloped by the fear of downsizing, loss of job security, overwhelming change in technology & the stress of having to do more with less. Efficient managers who are needed to establish the type of caring, spirited workplace that will ignite employee commitment.

Scanned by TapScanner

Meaning & Definition.

Organizational Commitment is defined as an attitude, organizational commitment is most often defined as

- a strong desire to remain a member of a particular organization.
- a willingness to exert high levels of effort on behalf of the organization.
- a definite belief in & acceptance of the values & goals of the organization.

The new environment where many organizations are not demonstrating evidence of commitment to their employees, recent research has found that an employee's career commitment is a moderator between the Perceptions of company policies and practices & organizational commitment.

The multidimentional nature of organizational Commitment, there is growing support for the 3 component model proposed by "Meyer & Allen"

Scanned by TapScanner

(1) Affective Commitment:- involves the employees emotional attachment to, identification with, and involvement in the organization

(2) Continuance Commitment: involves commitment based on the costs that the employee associates with leaving the organization. This may be the loss of seniority for promotion of benefits

(3) Normative Commitment:- involves employees feelings of obligation to stay with the organization because they should, it is the right thing to do.

There is considerable research support for this three - component conceptualization of organizational commitment. It also generally holds up across cultures

Guidelines to Enhance organizational Commitment

(1) Commit to people - first values:
Put it in writing, hire the right-kind managers, & walk the talk.

(2) clarify & Communicate your mission:-

Scanned by TapScanner

clarify the mission & ideology, make it charismatic, use value-based hiring practices, stress value-based ~~grievance procedures~~, orientation & training, build the tradition

(3) Guarantee organizational justice:
Have a comprehensive grievance procedure, provide for extensive two-way communications

(4) Create a sense of community:
Build value based homogeneity, share and share alike, emphasize cross-utilization & team work; get together

(5) Support employee development:
Commit to actualizing, provide first-year job challenge, enrich & empower, promote from within; provide developmental activities, provide employee security without guarantees

Scanned by TapScanner

Positive Organizational Behaviour (POB)

POB was initiated by Martin Seligman in 1998
Positive Organizational behaviour (POB) is defined as the study & application of positively oriented human resource strengths and psychological capacities that can be measured & developed & effectively managed for performance improvement in todays work place.

⇒ positive organizational behaviour looks at employee satisfaction & productivity.

⇒ It explores how positive psychology applies to the

⇒ POB creates determined employees who look for alternative solutions to get a job done when problems arise.

⇒ Objectives of POB

⇒ ① optimism
② Emotional intelligence
③ self efficacy.

Scanned by TapScanner

(1) Optimism

Optimism is making a positive attribution & expectation about succeeding now & in future

Optimism in the workplace

Optimism could be a very positive force in the workplace.

⇒ Optimists may be motivated to work harder, be more satisfied & have high morale, have high levels of aspirations. & ~~sets~~ and set goals.

⇒ There are certain jobs & career fields where optimism would be especially valuable (Eg: sales, advertising, public relations, product design, customer service, ~~tech~~ health care & social services fields.

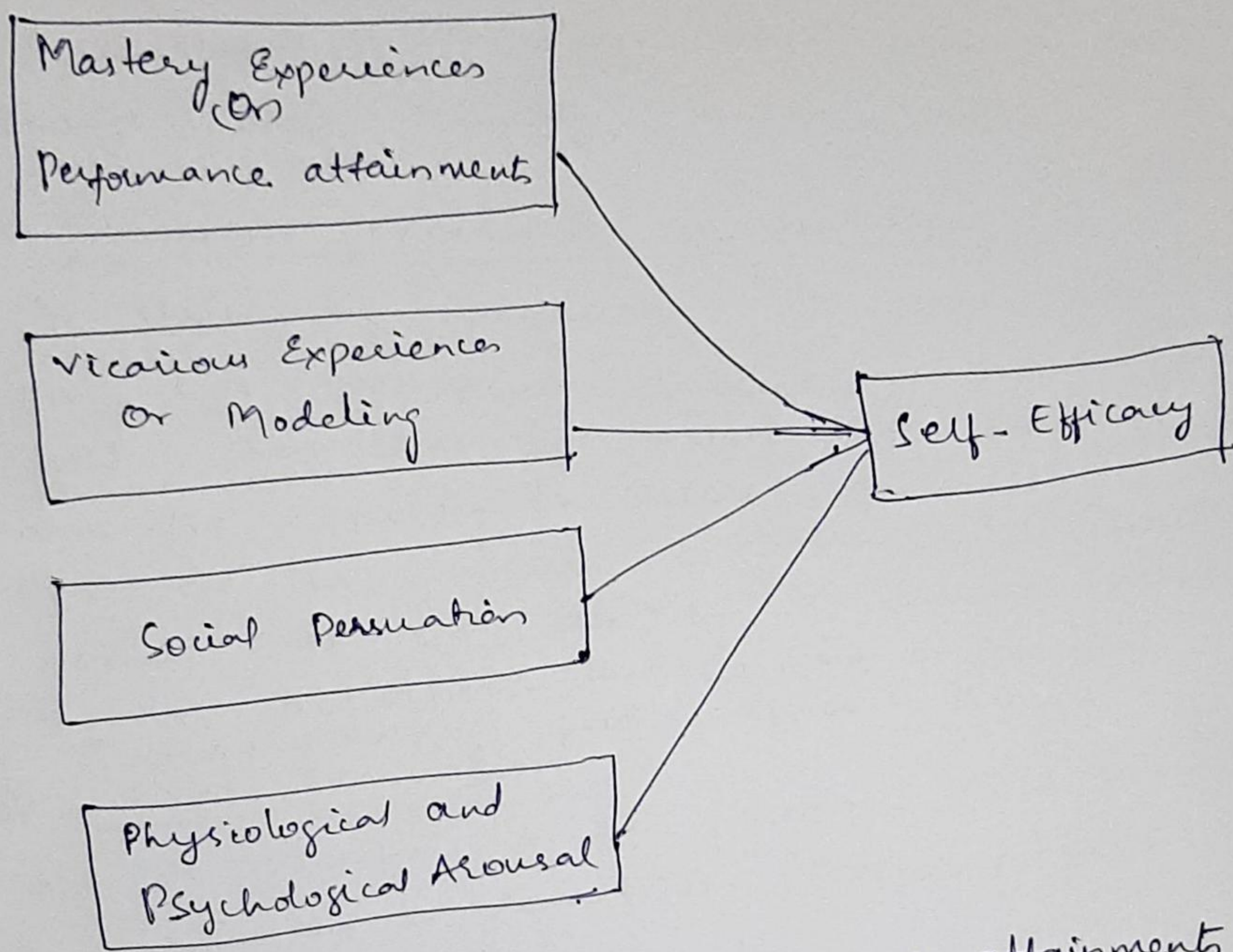
(2) Self - Efficacy / Confidence

The term "self - efficacy" was first coined by psychologist Albert Bandura (1977)

In simpler terms, ~~the~~ self - efficacy is a person's belief in their ability to succeed in a particular situation

Scanned by TapScanner

Sources of self-efficacy



a) Mastery experiences (or performance attainments

Performance is ~~potent~~ potentially the most powerful for forming efficacy beliefs because it is direct information about success, since it is both situational & cognitive process (i.e perception of one's ability). Bandura also points out that mastery experiences ~~of efficacy~~ gained through perseverant effort & ability to learn from a strong & resilient sence of efficacy

Scanned by TapScanner

but efficacy built from success that came easily will not be characterized by much perseverance when difficulties arise & will change more quickly.

(b) Vicarious experiences or modelling

As stated by Bandura, "If people see others like themselves succeed by sustained effort, they come to believe that they too have the capacity to succeed. Conversely, observing the failure of others instills doubts about one's own ability to succeed/master similar activities. This can be a practical strategy to enhance people's efficacy through

(c) Social persuasion

Not as powerful as the previous two sources of information & sometimes oversimplified as a "can-do" approach. A small negative comment or even non-verbal gesture have a big impact on one's emotions & efficacy. Social persuasions like providing information, conducting training programs etc becomes more useful to fill in gaps when people begin to struggle or doubt themselves while pursuing a task than it is in trying to build ones efficacy for a new task

(d) Physiological & Psychological arousal

people generally rely on how they feel, physically & emotionally in order to assess their capabilities, this will greatly detract from efficacy, if the person is not physically well.

On the balance, if the individual is in excellent physical & mental condition, this can serve as a good point of departure to build efficacy in other ways & may even in & of itself arouse a persons efficacy.

(3) Emotional Intelligence

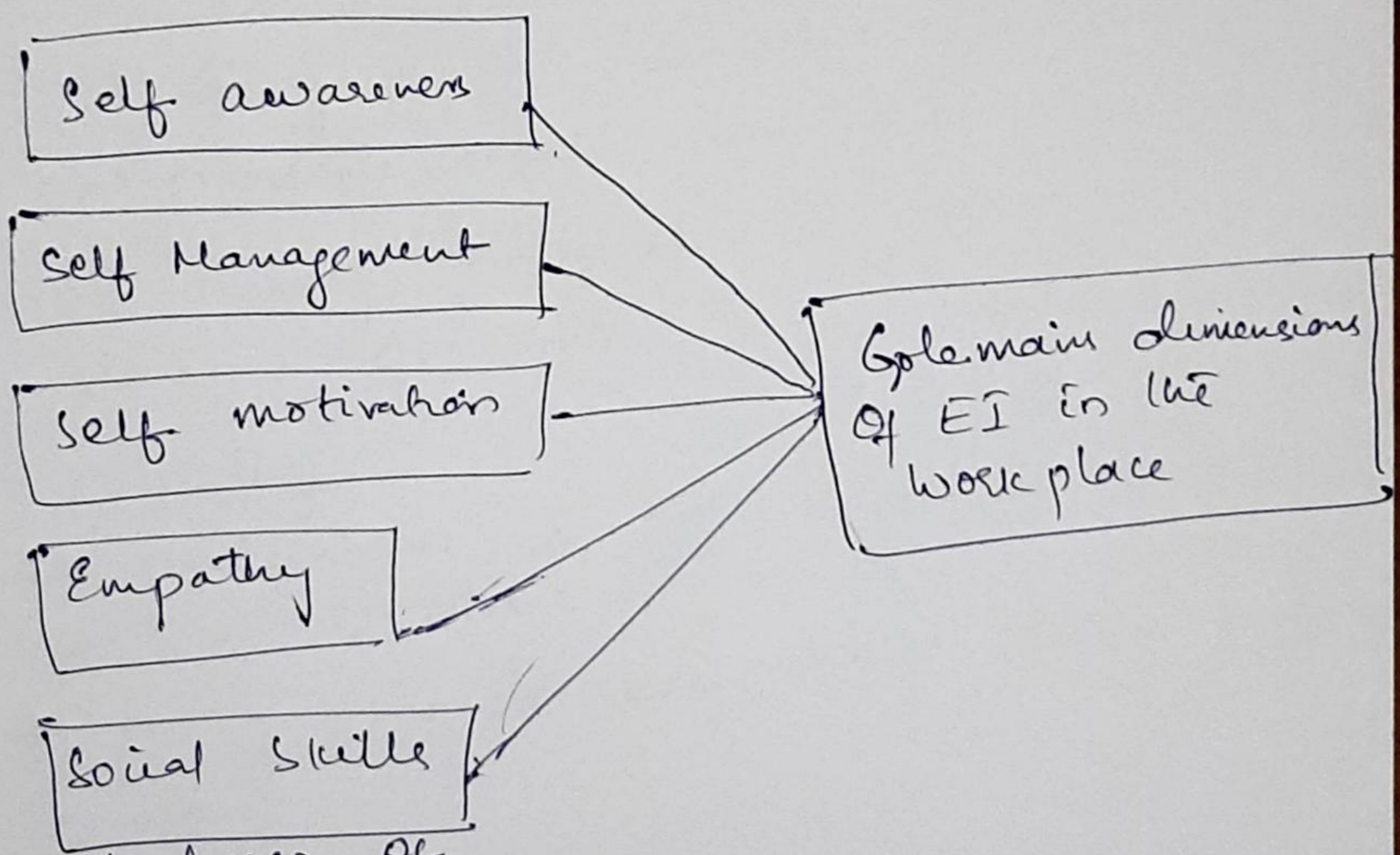
Salovey and Mayer defined emotional intelligence as "the subset of social intelligence that involves the ability to monitor ones own & others feelings & emotions to discriminate among them & to use this information to guide ones thinking and actions".

Daniel Goleman in the year 1995 has greatly popularised through his publication

He defined emotional intelligence (or EI as

"The capacity for recognizing our own feelings & those of others for motivating ourselves, & for managing emotions well in ourselves & in our relationships.

Golemans Dimensions of Emotional intelligence in the workplace



Features of

(a) Self awareness

⇒ self understanding, knowledge of true feelings at the moment

⇒ Being very composed & gather more information before making an important personnel decision

(b) Self Management

⇒ Handle ones emotions to facilitate rather than hinder the task at hand

⇒ shake off negative emotions & get back on constructive track for problem solution

(c) Self motivation

⇒ Stay tuned towards desired goal.

⇒ Overcome negative emotional impulses,

⇒ delay gratification to attain the desired outcome

(d) Empathy

⇒ understand & be sensitive to the feelings of others

⇒ being able to sense what others feel & want

(e) Social Skills

⇒ The ability to read social situations, interacting with others & forming

⇒ Smooth in networks

⇒ able to guide others emotions & the way they act.

Scanned by TapScanner

Aim of POB

The main aim of positive psychology / POB is to use scientific methodology to discover and promote the factors that allow individuals, groups, organizations & communities to thrive. It is mainly concerned with optimal human functioning instead of pathological human functioning.

Seligman summarize the three levels of positive psychology as follows.

(i) valued subjective experiences:

well being, commitment, contentment, & satisfaction (in the past); hop & optimism (for the future) & flow the happiness (in the present)

(ii) positive individual trait:

The capacity for love & vocation, courage, interpersonal skill, aesthetic sensibility, perseverance, forgiveness, originality, future mindedness, high talent & wisdom

(iii) Civic Virtues & the institutions that move individuals towards better citizenship

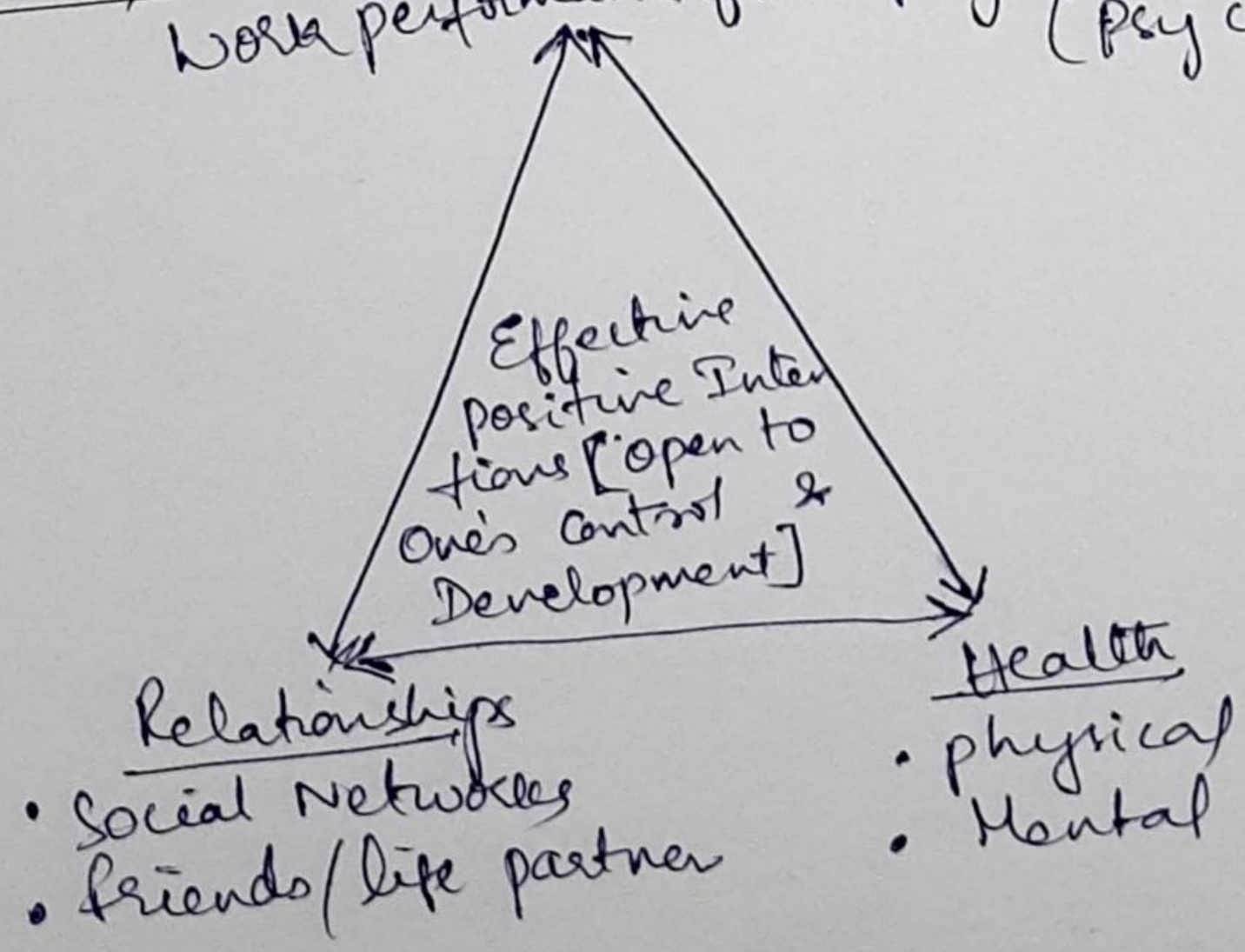
Responsibility, nurturance, civility, moderation, tolerance & work ethics.

* The very "positive" goals have obvious implications not only for therapy, well being, education, family life, social relations & society at large but, importantly also for organizational life & behaviour

⇒ Psychologists such as Sonja Lyubomirsky confidently conclude that one's happiness or level of positivity is determined as follows

The H-R-W Model (The interaction of Health, Relationship, & work. ~~[illegible]~~

Work performance from Psychological Capital (Psy cap)



Scanned by TapScanner

1. About half can be attributed to a genetic, dispositional set point, but as Lyubomirsky points out " appreciate the fact that 50 % is a long way from 100 %. & that leaves ample room for improvement

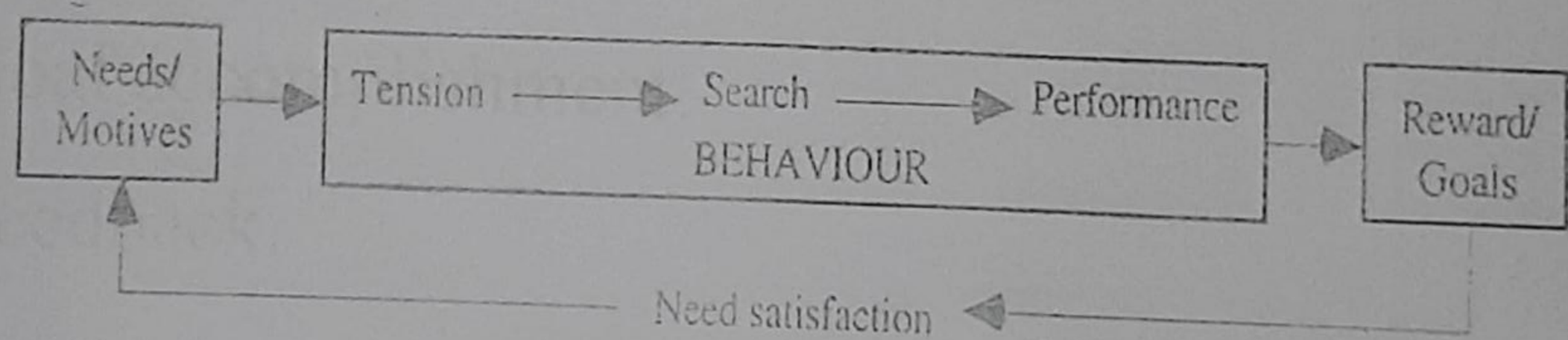
2. Surprisingly, only about 10% seems to be the result of life's circumstances.

3. Most importantly remaining 40% of one's happiness, positivity or H-R-W well-~~beings~~ being is determined by intentional activity. Knowing that such a large portion is under one's own control you can implement intentional strategies to remake yourself as a happier person.

Scanned by TapScanner

Motivational Processes and Needs

- The motivation process progresses through a series of discrete steps. Needs/motives are the starting point of motivation.
- An unsatisfied need creates tension that stimulates drives within the individual.
- These drives generate a search behavior to achieve particular goals that will satisfy the need and lead to a reduction of tension.
- The action taken by the individual will lead to the reward/goal which satisfies the needand reduces tension.



**Log in to http://edu-article.blogspot.com

Scanned by TapScanner

Motivational Processes and Needs

- **5 Steps of Motivation Process**

1. Identify Unsatisfied Needs and Motives.
2. Tension.
3. Action to satisfy needs and motives.
4. Goal accomplishment.
5. Feedback.

Scanned by TapScanner

Motivational Processes and Needs

1. Identify Unsatisfied Needs and Motives

The first process of motivation involves unsatisfied needs and motives. Unsatisfied needs activated by intern stimuli such as hunger and thirst. They can also be activated by external stimuli such as advertisement and windo display.

2. Tension

Unsatisfied needs to create tension in the individual. Such tension can be physical, psychological, ar sociological. In this situation, people try to develop objects that will satisfy their needs.

3. Action to satisfy needs and motives

Such tension creates a strong internal stimulus that calls for action. The individual engages in activities to satis needs and motives for tension reduction.

4. Goal accomplishment

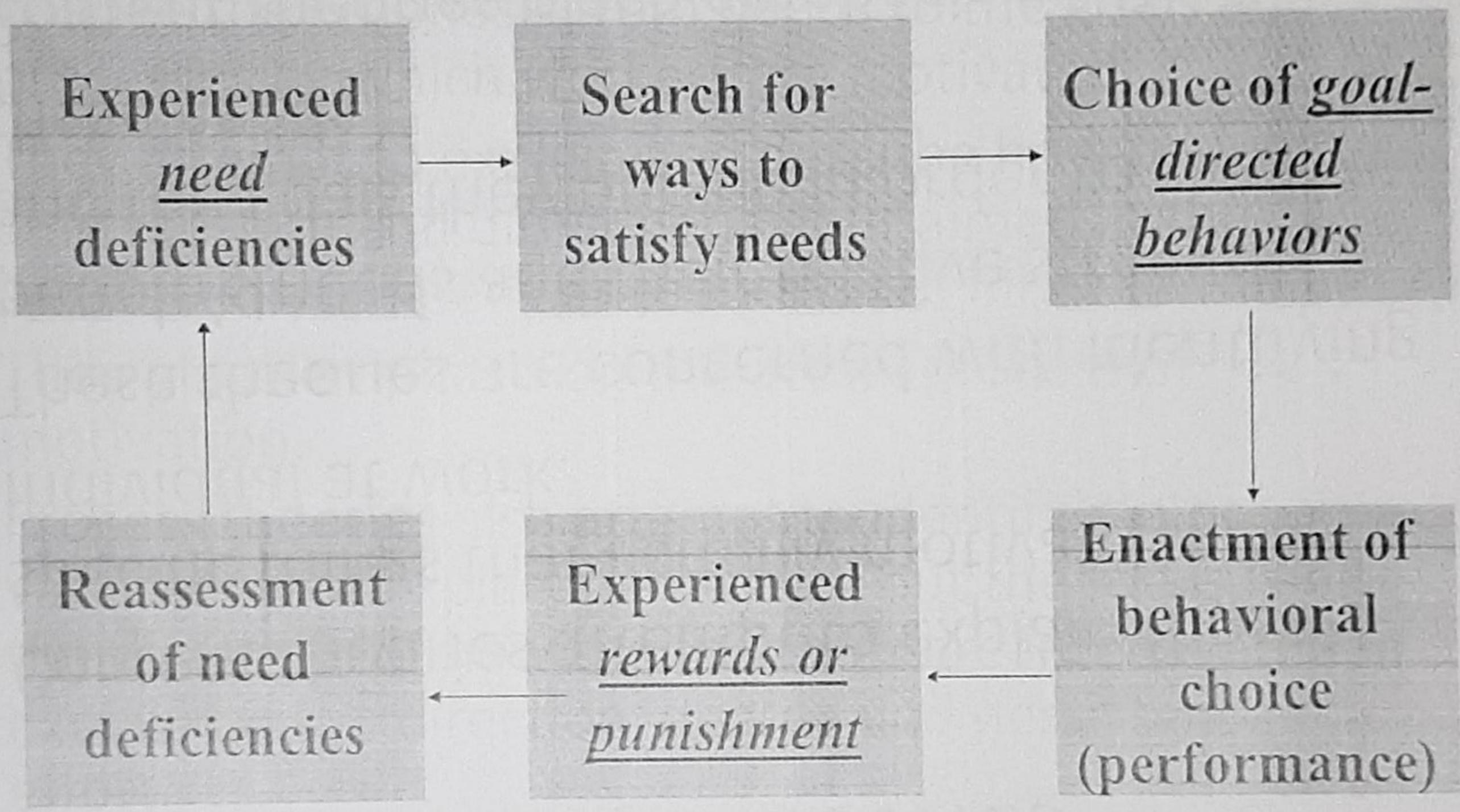
Action to satisfy needs and motives accomplishes goals. It can be achieved through reward and punishment. Wh actions are carried out as per the tensions, then people are rewarded others are punished. Ultimately goals a accomplished.

5. Feedback

Feedback provides information for revision or improvement or modification of needs as needed. Depending c how well the goal is accomplished their needs and motives are modified.

Scanned by TapScanner

MOTIVATIONAL FRAMEWORK



Scanned by TapScanner

Content theories

- Content theories attempt to explain those specific things that actually motivate the individual at work.
- These theories are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs.
- Content theories place emphasis on the nature of needs and what motivates.

Scanned by TapScanner

Process theories

- Change the emphasis from needs to the goals and processes by which workers are motivated.
- They attempt to explain and describe how people start, sustain and direct behaviour aimed at the satisfaction of needs or reduction of inner tension.
- They place emphasis on the actual process of motivation.
- Process theories also attempt to identify major variables that explain behaviour, but the focus is on the dynamics of how the variables are interrelated in explaining the direction, degree and persistence of effort..

Scanned by TapScanner

Examples

- Content theories
  - Maslow's need hierarchy theory, Alderfer's ERG theory, McClelland's need theory, and Herzberg's motivator–hygiene model.
- Process theories
  - Goal Setting, Equity, Expectancy theory, Self Efficacy Theory, Reinforcement theory, Cognitive Evaluation Theory.

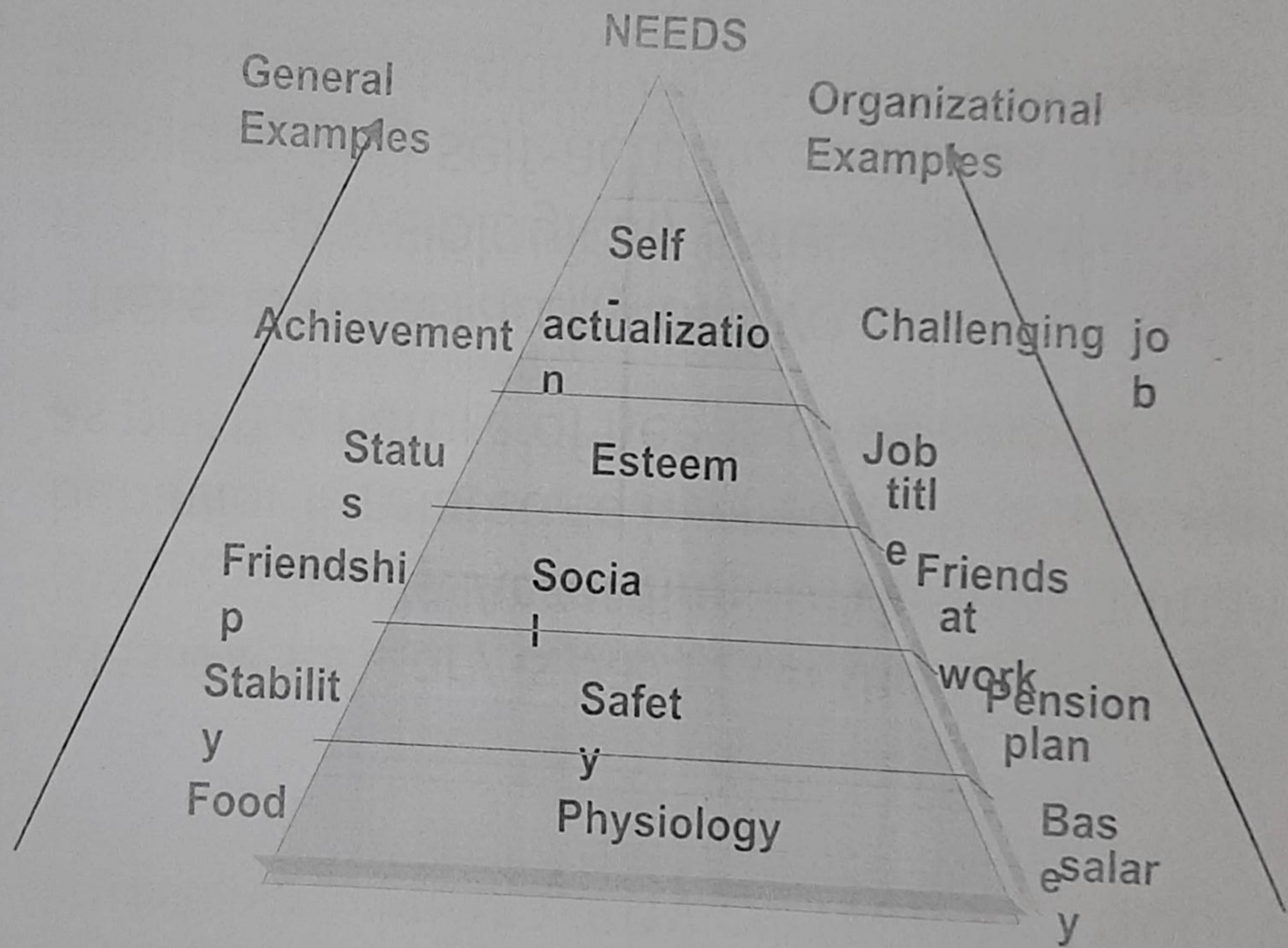
Scanned by TapScanner

Maslow's Hierarchy of Needs Theory

- Maslow's theory is based on the **Hierarchy of Human Needs**. According to Maslow, human behavior is related to his needs. It is adjusted as per the nature of needs to be satisfied.
- 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.

Scanned by TapScanner

Maslow's Hierarchy of Needs



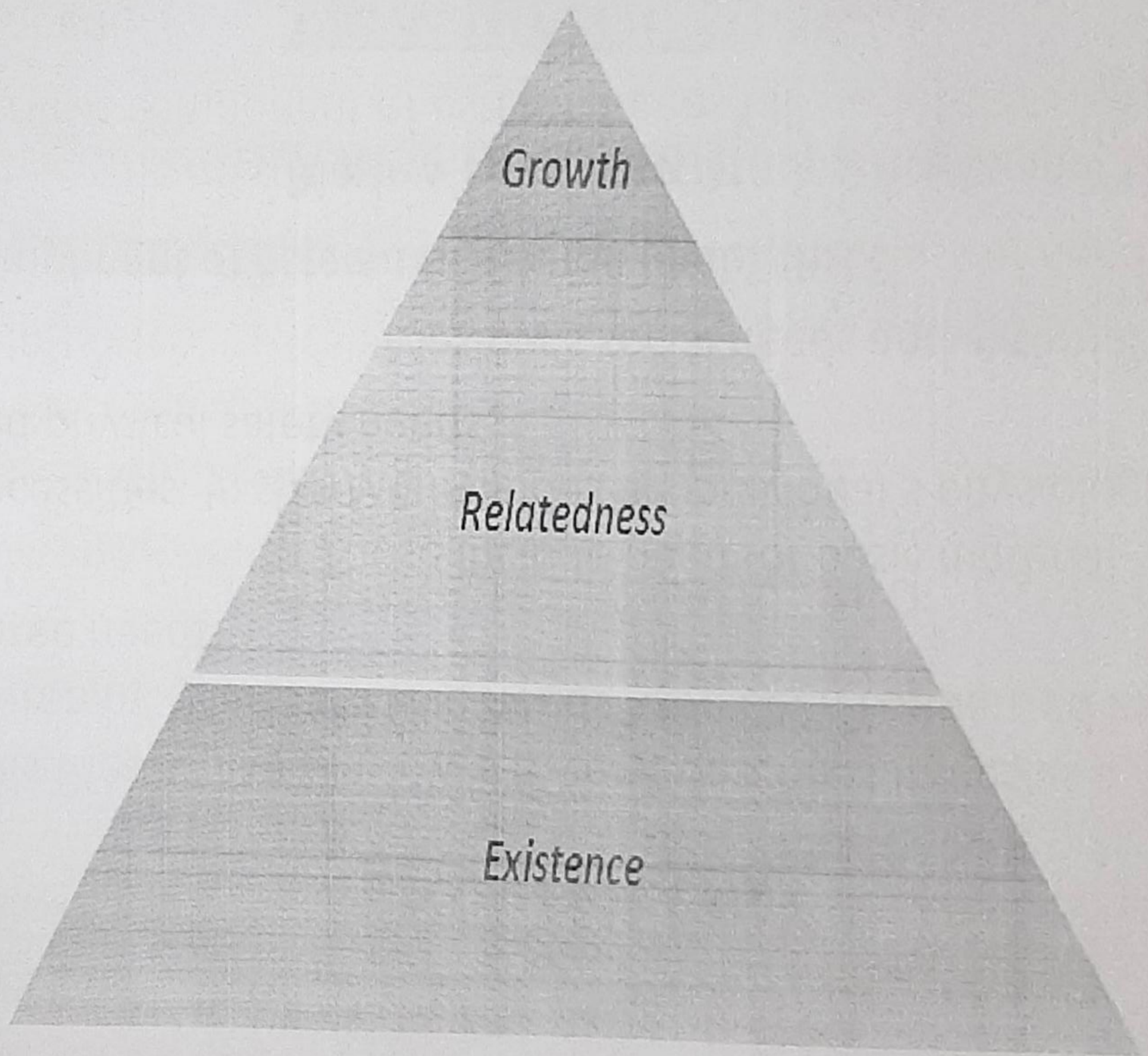
Scanned by TapScanner

CLAYTON ALDERFER'S ERG THEORY

- This theory ,like Maslow's theory, describes needs as a hierarchy. Maslow's Five needs have been condensed into Three needs:
- **Existence needs-** These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.
- **Relatedness needs** : Maslow's social needs and external component of esteem needs fall under this class of need.
- **Growth needs** : Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.

Scanned by TapScanner

ALDERFER'S THREE NEEDS



Scanned by TapScanner

Frederick Herzberg's
Two-factor theory

- This Theory was propounded by American Psychologist Frederick Herzberg.

- It is also known as "Herzberg's motivation-hygiene theory" and "Dual-Factor Theory"

Scanned by TapScanner

- The Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. In other words, factors that cause job dissatisfaction are different from the factors that lead to job satisfaction.

- The opposite of satisfaction is not dissatisfaction but 'No Satisfaction'.

- Similarly, The opposite of dissatisfaction is not satisfaction but 'No Dissatisfaction'.

Scanned by TapScanner

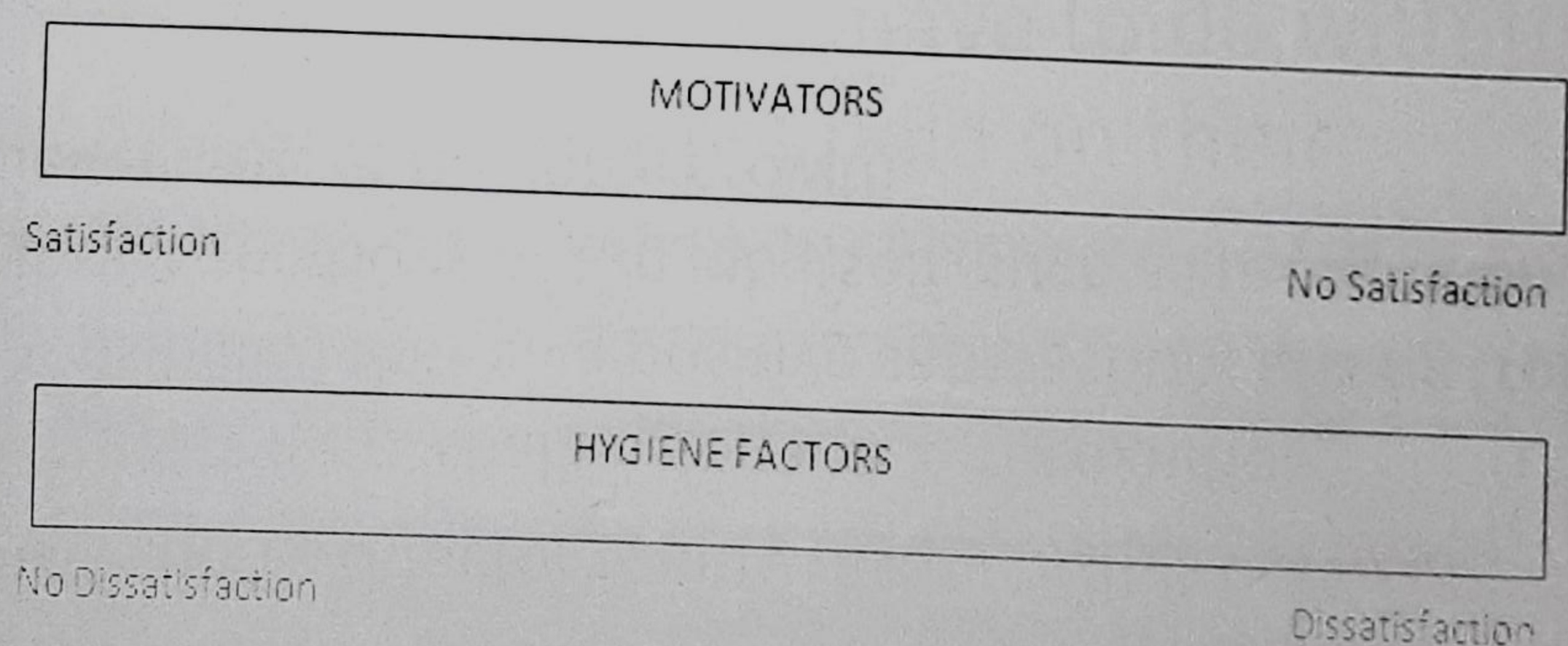
- Hence, the Two-factor theory distinguishes between:
- Motivators :(e.g. challenging work, recognition, responsibility) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

- Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction, though dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary

Scanned by TapScanner

Motivators	Hygiene Factors
• Achievement • Recognition • Work Itself • Responsibility • Advancement • Growth	• Supervision • Company Policy • Relationship with Supervisor • Working Conditions • Salary • Relationship with Peers • Personal Life • Relationship with Subordinates • Status • Security

Extremely Satisfied Neutral Extremely Dissatisfied



Scanned by TapScanner

Douglas McGregor's
Theory X And Theory Y

- Theory X and Theory Y are two sets of assumptions about human nature. They describe two contrasting models of workforce motivation.

- Theory X and Theory Y have to do with the perceptions managers hold on their employees, not the way they generally behave

Scanned by TapScanner

Theory X

Assumptions of Theory X

- The average human being is inherently lazy by nature and desires to work as little as possible.
- He avoids accepting responsibility and prefers to be led or directed by some other.
- He is self-centered and indifferent to organizational needs.
- He has little ambition, dislikes responsibility, prefers to be led but wants security.
- He is not very intelligent and lacks creativity in solving organizational problems.
- He is, by nature ,resistant to change of any type.

Scanned by TapScanner

Theory Y

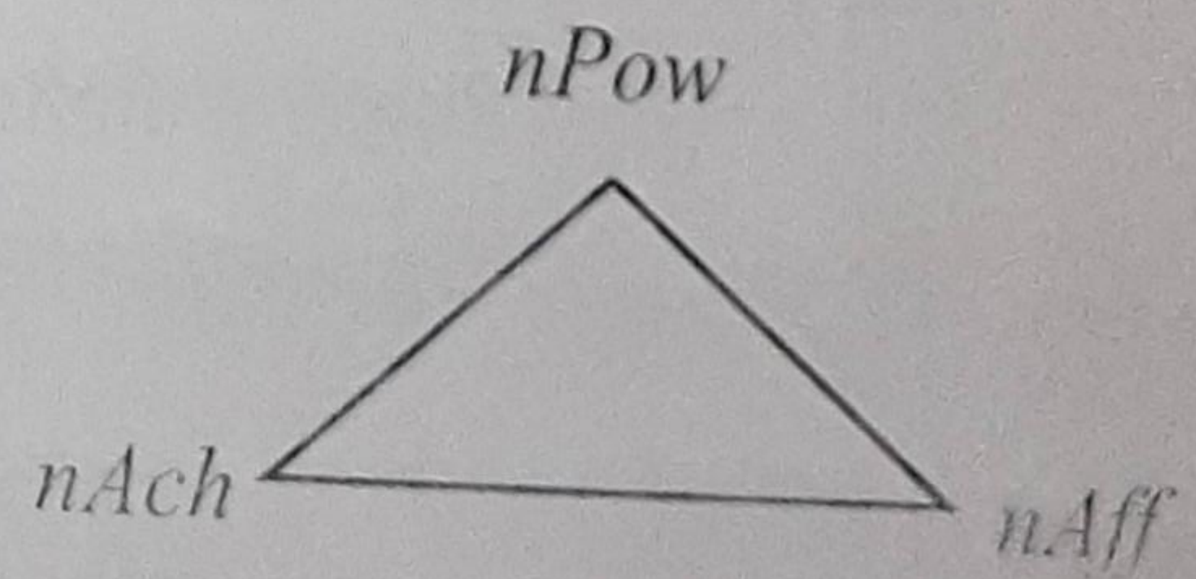
Assumptions of Theory Y

- An average man is not really against doing work.
- People can be self-directed and creative at work if they are motivated properly.
- External control and threats of punishment alone do not bring out efforts towards organizational objectives.
- People have capacity to exercise imagination and creativity.
- People are not by nature passive or resistant to organizational needs.
- An average human being learns under proper conditions. He is also willing to accept responsibility.

Scanned by TapScanner

DAVID MCCLELLAND'S ACQUIRED NEEDS THEORY

- McClelland classified three basic motivating needs:
- **Need for achievement (nACH):** The n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job
- **Need for Power (nPWR):** The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail.
- **Need for Affiliation (nAFF):** The n-affil person is 'affiliation motivated', and has a need for friendly relationships and is motivated towards interaction with other people.



Scanned by TapScanner

Cognitive Evaluation Theory

Cognitive Evaluation Theory

Providing an extrinsic reward for behavior that had been previously only intrinsically rewarding tends to decrease the overall level of motivation.

The theory may only be relevant to jobs that are neither extremely dull nor extremely interesting.

Scanned by TapScanner

Goal-Setting Theory (Edwin Locke)

Goal-Setting Theory

The theory that specific and difficult goals, with feedback, lead to higher performance.

Factors influencing the goals–performance relationship:

Goal commitment, adequate self-efficacy, task characteristics, and national culture.

Self-Efficacy

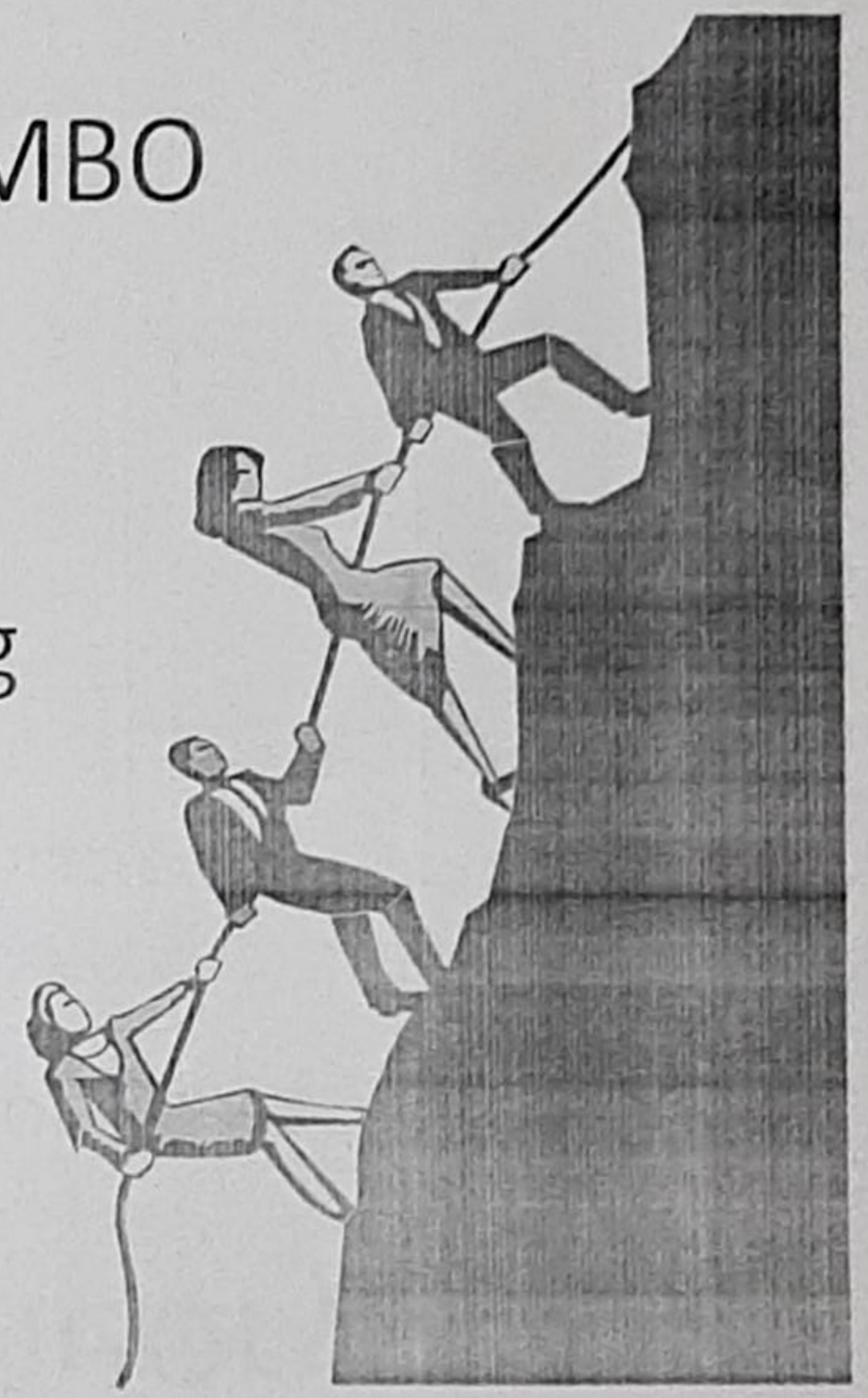
The individual's belief that he or she is capable of performing a task.

Scanned by TapScanner

Management by Objectives

Four ingredients common to MBO programs:

1. Goal specificity
2. Participative decision making
3. Explicit time period
4. Performance feedback



Scanned by TapScanner

Reinforcement Theory

The assumption that behavior is a function of its consequences.

Concepts:

Behavior is environmentally caused.

Behavior can be modified (reinforced) by providing (controlling) consequences.

Reinforced behavior tends to be repeated.

Scanned by TapScanner

Job Redesign techniques

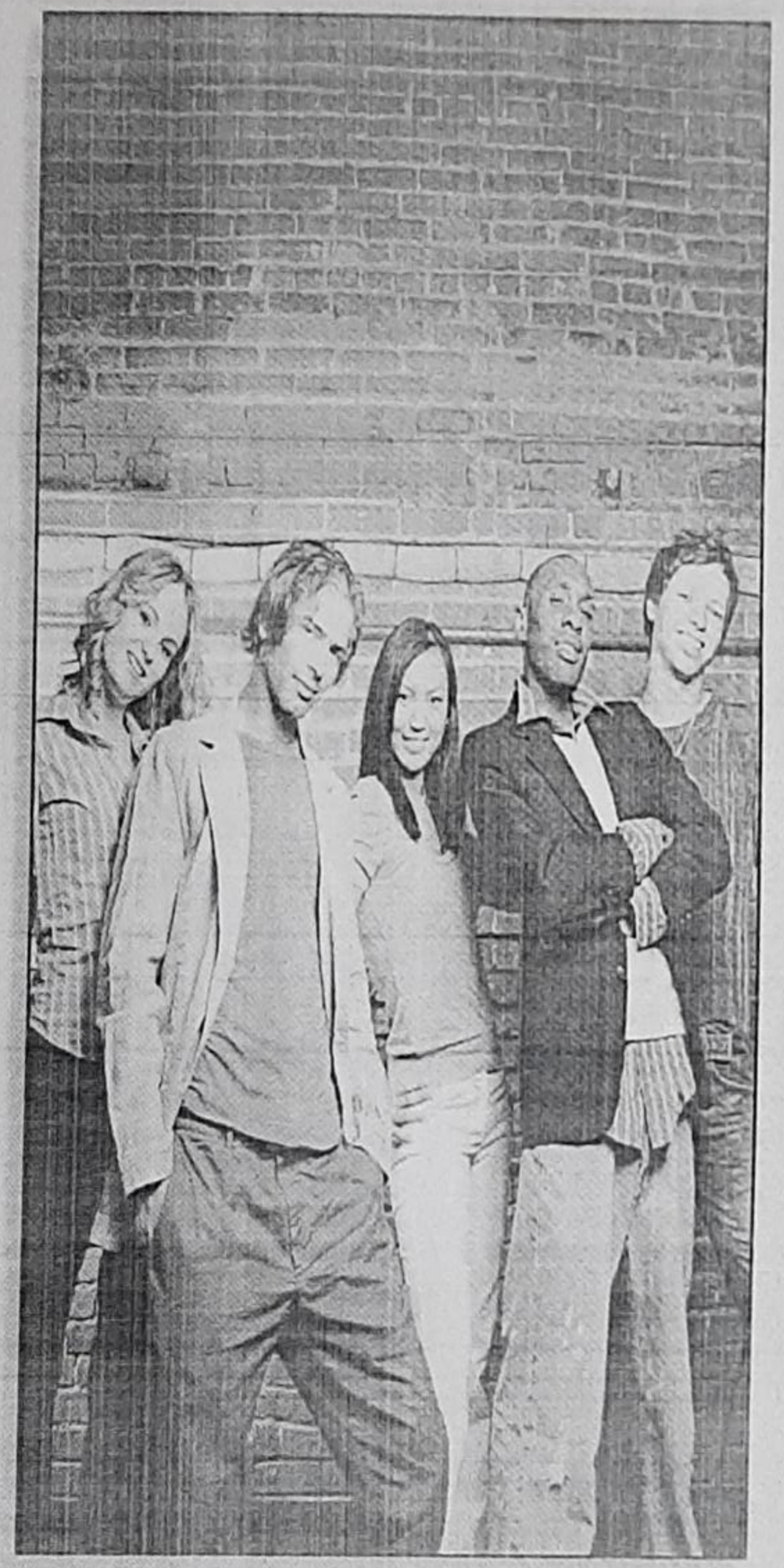
Job Rotation, Enlargement, & Enrichment

- ✓ Rotation
  - *periodically moving workers from one specialized job to another
- ✓ Enlargement
  - *increasing the number of tasks performed by a worker
- ✓ Enrichment
  - *adding more tasks and authority to an employee's job

Scanned by TapScanner

Attitudes and Job Satisfaction

Scanned by TapScanner



Attitudes

- Evaluative statements – either favorable or unfavorable – concerning objects, people or events
- Attitudes reflect how one feels about something

Scanned by TapScanner

Why People Have Attitudes/ Functions of Attitude

- Value-Expressive function: Express who we are
- Ego-defensive function: Protect Self-Esteem
- Instrumental /Utlity/Adjustive function: Obtain awards, avoid punishments
- Knowledge function: understand people and events

Scanned by TapScanner

Three Main Components of Attitudes

Attitudes

Evaluative statements or judgments concerning objects, people, or events

Cognitive Component

The opinion or belief segment of an attitude

Affective Component

The emotional or feeling segment of an attitude

Behavioral Component

An intention to behave in a certain way toward someone or something

Scanned by TapScanner

Three Main Components of Attitudes

Cognition – an opinion or belief

"I just found out I am paid 20% less than my coworkers."

Affect – the emotional or feeling segment associated with that belief

"I feel angry that I am not being treated fairly."

Behavior – the intention to behave in a certain way

"I am going to quit this job soon as I can, and I am taking the red stapler with me!"

Scanned by TapScanner

Attitude Object: DENTIST

- COGNITIONS
  - Dentists are friendly.
  - Dentists are expensive.
- AFFECTS
  - Dentists make me feel anxious.
  - I like dentists.
- BEHAVIORS
  - I visit the dentist twice a year.
  - I am a very cooperative patient.

Scanned by TapScanner

The Theory of Cognitive Dissonance

Cognitive Dissonance

Any incompatibility between two or more attitudes or between behavior and attitudes

Individuals seek to reduce this gap, or "dissonance"

- Importance of elements of the dissonance
- Degree of individual influence over elements
- Rewards/punishments

Scanned by TapScanner

Measuring the A-B Relationship

Recent research indicates that attitudes (A) significantly predict behaviors (B) when moderating variables are taken into account.

A ⟶ B

Moderating Variables

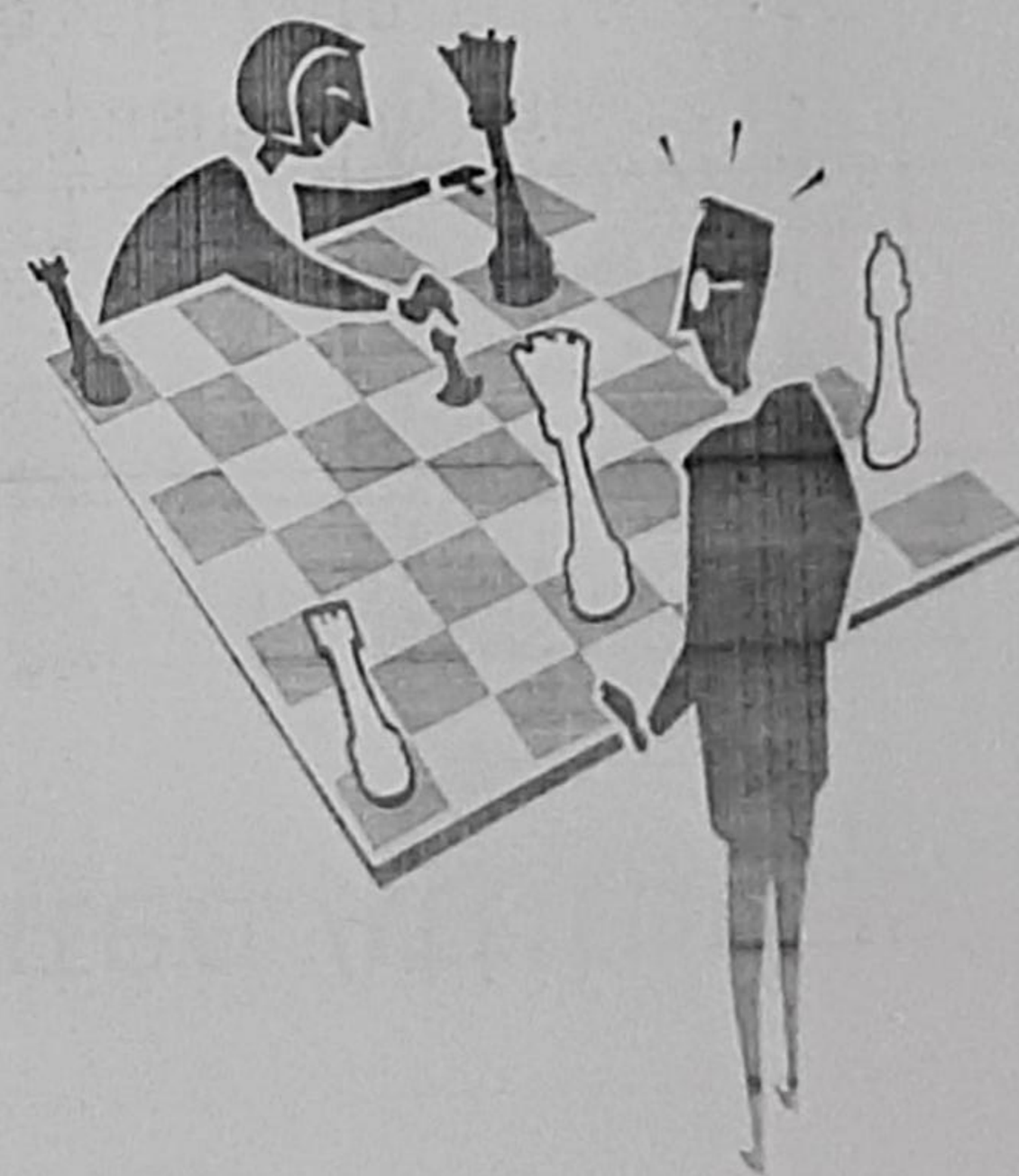
- Importance of the attitude
- Specificity of the attitude
- Accessibility of the attitude
- Social pressures on the individual
- Direct experience with the attitude

Scanned by TapScanner

Self-Perception Theory

Attitudes are used after the fact to make sense out of an action that has already occurred.

And, B ⟶ A !



Scanned by TapScanner

Types of Work related Attitudes

Job Satisfaction

A collection of positive and/or negative feelings that an individual holds toward his or her job

---

Job Involvement

Identifying with the job, actively participating in it, and considering performance important to self-worth

---

Organizational Commitment

Identifying with a particular organization and its goals, and wishing to maintain membership in the organization (Affective, Normative, and Continuance Commitment)

Scanned by TapScanner

Types of Attitudes, cont'd

Perceived Organizational Support (POS)

Degree to which employees feel the organization cares about their well-being

---

Employee Engagement

An individual's involvement with, satisfaction with, and enthusiasm for the organization

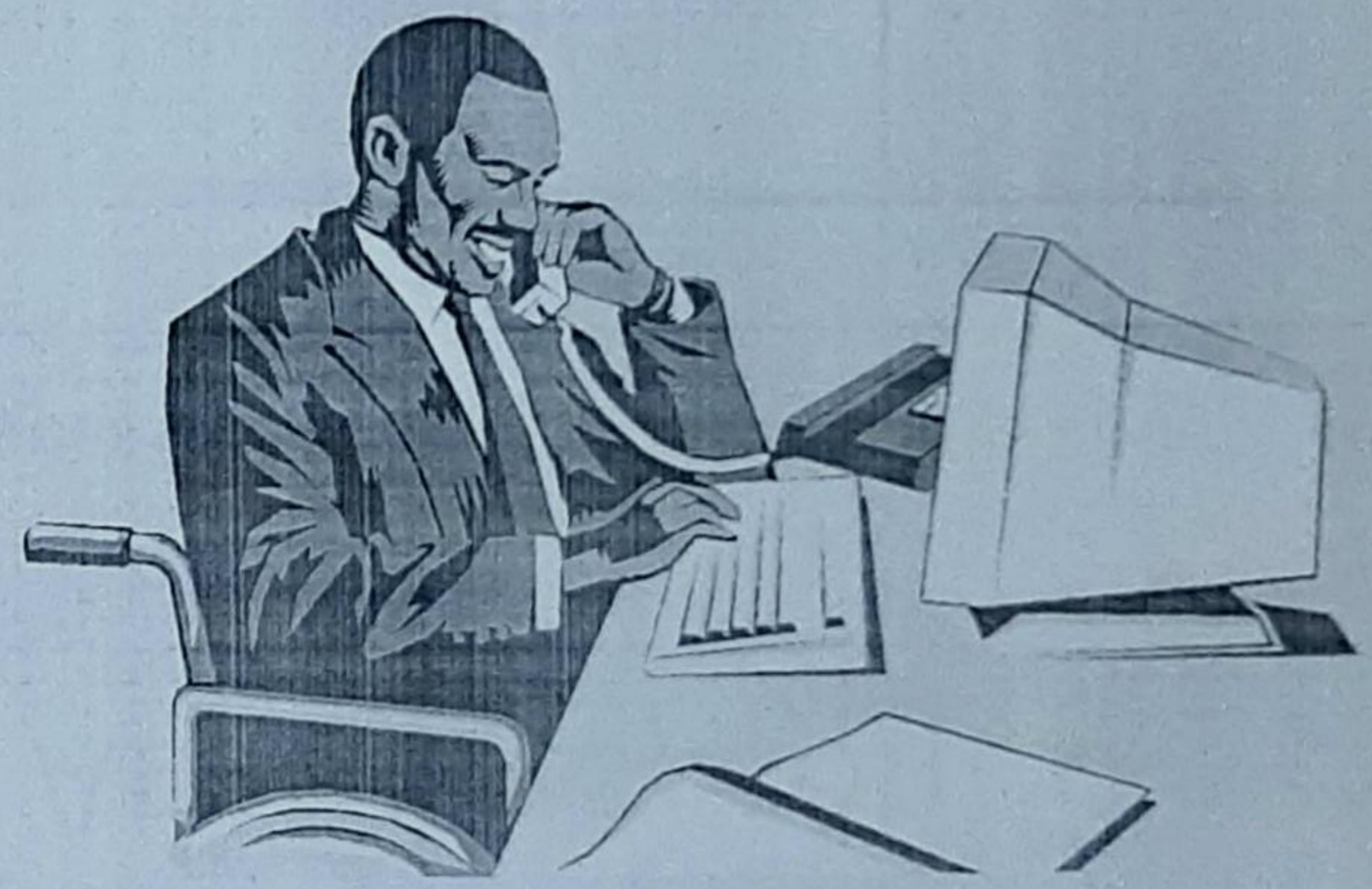
---

Scanned by TapScanner

An Application: Attitude Surveys

Attitude Surveys

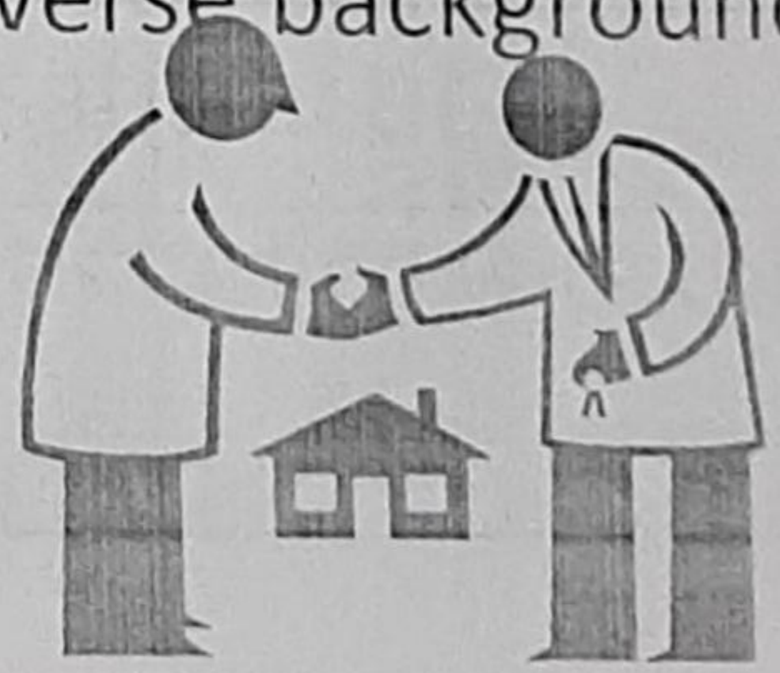
Eliciting responses from employees through questionnaires about how they feel about their jobs, work groups, supervisors, and the organization



Scanned by TapScanner

Attitudes and Workforce Diversity

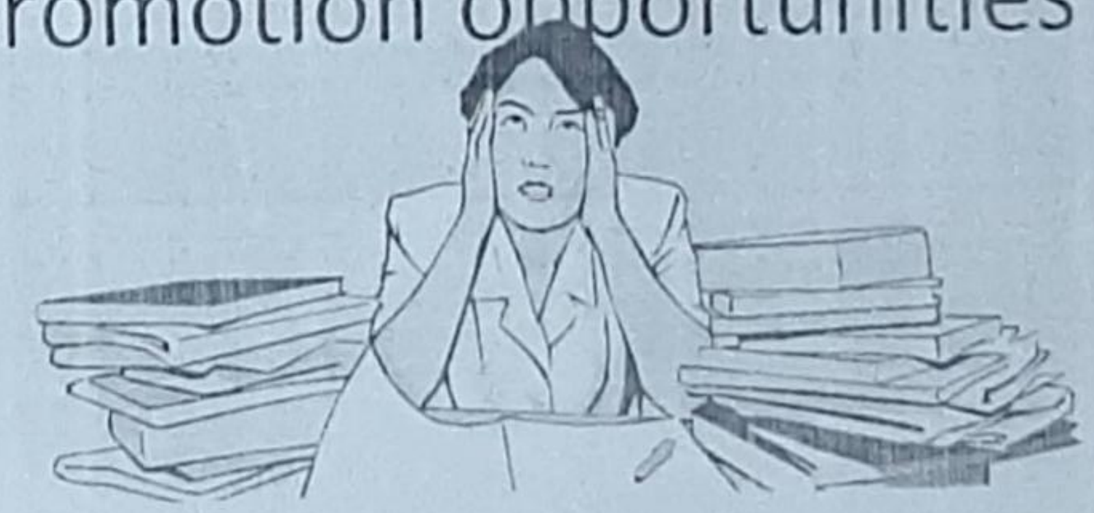
- Training activities that can reshape employee attitudes concerning diversity:
  - Participating in diversity training that provides for self-evaluation and group discussions
  - Volunteer work in community and social serve centers with individuals of diverse backgrounds



Scanned by TapScanner

Job Satisfaction

- Measuring Job Satisfaction
  - Single global rating
  - Summation score
- How Satisfied Are People in Their Jobs?
  - In general, people are satisfied with their jobs.
  - Depends on facets of satisfaction, tend to be less satisfied with pay and promotion opportunities



Scanned by TapScanner

Causes of Job Satisfaction

- Pay influences job satisfaction only to a point.
  - After about $40,000 a year, there is no relationship between amount of pay and job satisfaction.
- Personality can influence job satisfaction.
  - Negative people are usually not satisfied with their jobs.

Scanned by TapScanner

How Employees Can Express Dissatisfaction

Exit Behavior directed toward leaving the organization	**Voice** Active and constructive attempts to improve conditions
Loyalty Passively waiting for conditions to improve	**Neglect** Allowing conditions to worsen

Scanned by TapScanner

The Effect of Job Satisfaction on Employee Performance

- Satisfaction and Productivity
  - Satisfied workers are more productive AND more productive workers are more satisfied!
  - Worker productivity is higher in organizations with more satisfied workers.
- Satisfaction and Absenteeism
  - Satisfied employees have fewer avoidable absences.
- Satisfaction and Turnover
  - Satisfied employees are less likely to quit.
  - Organizations take actions to retain high performers and to weed out lower performers.

Scanned by TapScanner

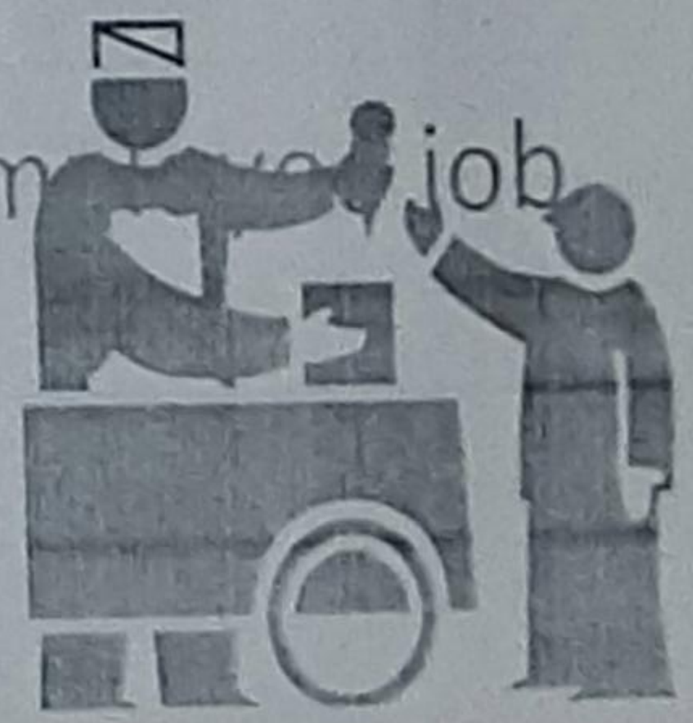
Job Satisfaction and OCB

- Satisfaction and OCBs
  - Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.

Scanned by TapScanner

Job Satisfaction and Customer Satisfaction

- Satisfaction and Customer Satisfaction
  - Satisfied workers provide better customer service.
- Satisfied employees increase customer satisfaction because:
  - They are more friendly, upbeat, and responsive.
  - They are less likely to turnover, which helps build long-term customer relationships.
  - They are experienced.
- Dissatisfied customers increase em[illegible] job dissatisfaction.



Scanned by TapScanner