

Understanding Individual **Behaviour**

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Concept of Individual Behaviour

- In an organization without understanding individual behaviour organizational behaviour becomes incomplete. Behavior is goal directed. Individuals are influenced by a number of diversified factors both genetic/inborn and environmental and the influence of these factor determines the pattern of behavior.

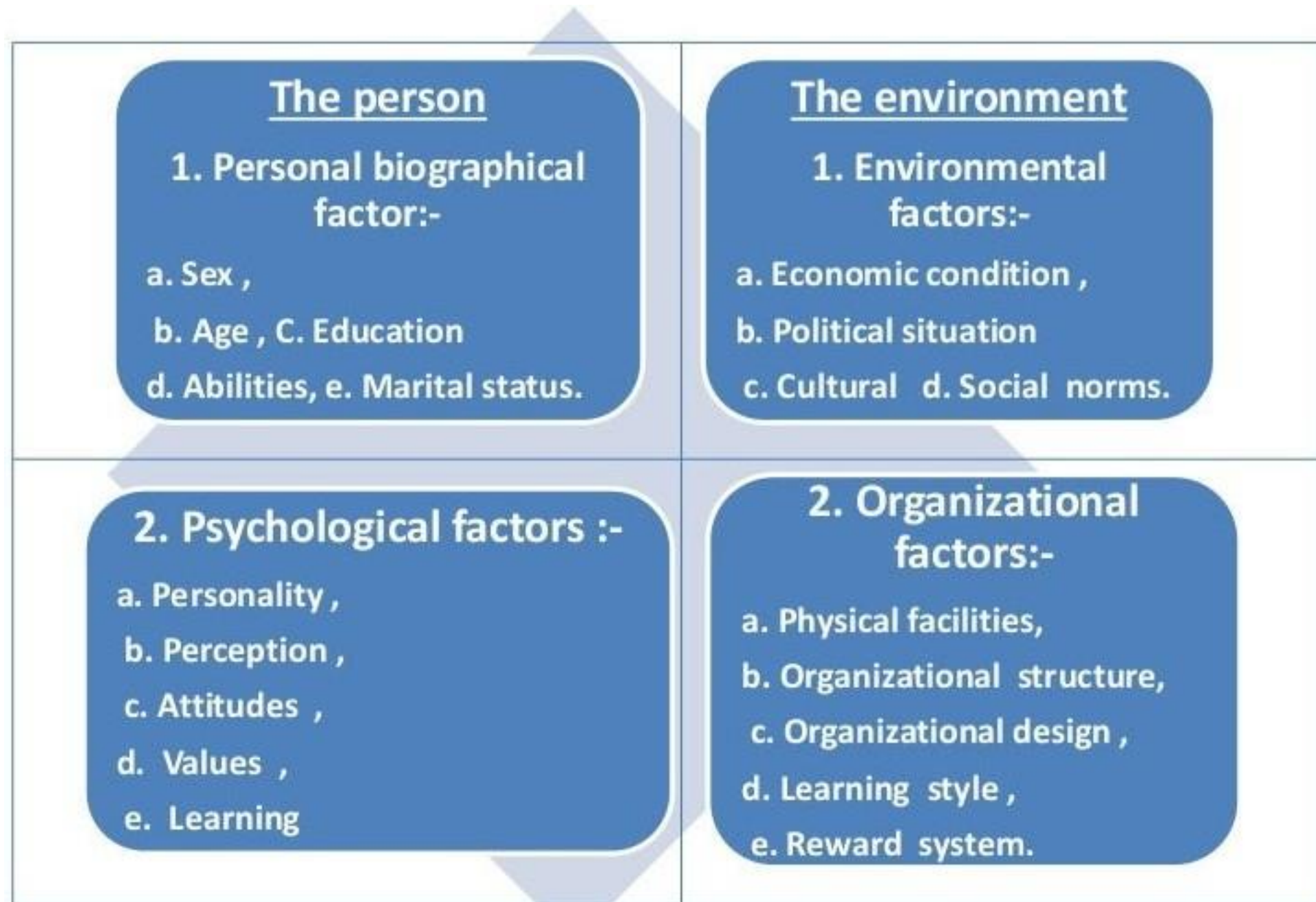
For the effective operation of an organization manager must know the individual behaviour.

Individual behaviour is the result of interaction between individual characteristics and environmental characteristics by which behaviour occurs.

It has been observed that each person's behaviour is the result of intelligence, creativity, personality and adaptability etc.

Both personal and environmental characteristics serves as the foundation of individual behaviour.

Foundation of Individual Behaviour



Behaviour as an input-output system

As we know that human behaviour is influenced by both internal and external factor. It is also considered as system consisting of input-process and output. For further understanding of individual behaviour it can be understanding by the following way.

1. The inputs:- Input is the main **operator** of system. Input provides **stimuli** for individuals. It can be internal and external.

a. Internal stimuli:- It is within the individual.
Consist of:-

- Personal characteristics:- They are age, gender, marital status. These factor makes people different.

Personality is a key factor that influences individual behavior in organization.

- Personality:- " Personality is the sum total of ways in which an individual reacts and interacts with others." S.P.Robbins

It is also an important factor in organizational behavior. "Wrong" personalities cause undesirable consequences.

" Personality means how people affect others and how they understand and view themselves as well as their pattern of inner and outer measurable traits and the person -situation interaction." Fred Luthans.

- **Emotions:-** They are the intense/ powerful feelings that are directed someone or something. They create state of readiness for behaviour. Joy, love, sadness, and fear are some forms of it.

- **Value:-** Value generally identify a person's ethical/moral structure on which the concept of good or bad and right or wrong is based. Value contain an element of judgment and tend to be stable as well as long lasting. **Most values are acquire from parents, teachers, friends, reference group and medias as well.**

- **Beliefs:-** Beliefs are descriptive thoughts that an individual holds about something. They can be based on knowledge, opinion, and reference group member. They influence individual behaviour. Beliefs are formed by past experience, available information and generalization.

- **Attitudes:-** An attitude can be as a positive or negative evaluation of people, objects, event, activities, ideas, or just about anything in environment. Attitude identifies whether a man is feeling good or bad it is really a persons psychological matter or world.

It always remains inside a person it is response towards object, people, or event. It is either favorable or unfavorable. It is less stable and can be changed. For example high scale of payment and facility can change attitude of employee's turnover rate. And advertisement campaigns can change attitude towards product.

ATTITUDES ARE THE RESULT OF BELIEFS'

- **Ability:-** It is an individual's current capacity to perform the various task or job. It derived from learning. It can be intellectual(it performs mental activity) and physical(it performs skilled activity).

b. External stimuli:- It consist of the information which an individual collects from external environment about other people, object or event. The information received through:-

- **Physical forces:-** They are concerned with climate, work environment, workplace, etc.
- **Socio-cultural forces:-** They consist of management style, values, norms, and organizational culture.

2. Processing:- (Organism) is important element of understanding individual behaviour.

Processing is the organism aspects of individual behaviour. It facilitates between input and output. In processing the information are analyse in meaningful way. It play the important role to develop behaviour of individual. It consist of :-

a. Physiological factors:- It is concern with biological foundation of individual behaviour such as, heredity, five sense of organs. They influence sensation. Sensation is the process of receiving information and signals from environment and discharge response.

b. Cognitive:- It is concern with mental or knowledgeable part. It consist of individual's perception , thinking, decision making, problem solving and other mental process.

c. Psychological factors:- It consist of learning (permanent change in behaviour) and **motivation** (it stimulates and energises the individuals)

3. Outputs:- (Response) outputs are the behavioural response of individual. Signals are transmitted through nerves to different parts of body. Output are largely influenced by the environmental factors.

- So understanding behavioural response is essential for management of individual behaviour.

4. Feedback :- It is helpful to know whether the behaviour is appropriate or necessary in particular situation. It is also source of information. Positive feedback fulfils personal needs and makes individuals more confident.

Mental Process

Simply, a person's behaviour is affected by mental process or his/her thinking. Mental process is the capacity of an individual to select, organize and interpret information.

Mental Process or Process of Human Thinking

(Six-Step Mental Process)

1. **Analyse:-** This is the first step of human thinking. Analysing means examine critically/unsympathetically, so as to bring out the essential element.
2. **Research:-** This is the second step of human thinking. It is systematic inquiry/investigation into a subject in order to discover fact, and theories.

3. Hypothesis:- The third step of mental process is hypothesis. It is concern to form an assumption or set of proposition for the occurrence of some specific group of phenomena.

4.Purpose :- The forth step of mental process is purpose. It means to offer or suggest of consideration , acceptance or action.

5.Decide :- The fifth step of mental process is decide. It is concern with pronounce a judgement or come to the conclusion.

6.Initiate:- It is the last step of mental process. It means to begin. Get on going.

Attitude, Value, Needs, Motives and

Attitude

Attitude is an internal stage of a person that is focused on objects, event, people that can exist in the persons psychological world. In another word, It is also known as an evaluative judgement concerning object, people , or event.

Attitudes are a result of beliefs.

An individual's background and experience are reflected through attitude. Parents, friends, and members of social work group strongly influence attitude formation.

It may be positive or negative. Positive attitude people find solution in every problem but negative attitude people find problem in every solution.

Characteristics of attitude

- It can be positive or negative.
- It is concern or related with event or person.
- It is affected by environment.
- It differs with person to person.
- It may be constant until change.

Components of attitudes

Affective/emotional

- The feeling, sentiments, moods and emotion about a person, idea, event or object.

Cognitive

- The belief, opinions, knowledge or information held by an individual.

Behavioural

- The predispositions to act on favorable or unfavorable evaluation of something

- **Cognitive:-** In it the sense of organs forward the information related with person , events , or object to minds and mind analyses the information then develops attitude.

cognitive=evaluation

Eg. My supervisor gave a promotion to a co-worker who deserve less than me. My supervisor is unfair

- **Affective/emotional** :- Emotional feeling exist in conscious/rational people and behaviour is influenced by emotion or feeling.

Affective= Feeling

Eg. I dislike my supervisor.

- Behavioural:- Attitude reflects behaviour.

Behavioural= Action

Eg. I am looking for another job.

NOTE:-

Emotional component is given greatest attention in the OB literature in relation to job satisfaction

Among the three components of attitude, only behavioural component can be directly observed.

IMPORTANCE OF ATTITUDE

Attitudes are the integral part of work. It is very important for the managers to understand the attitudes of employee. And manager should also understand the components of attitudes, how attitudes are formed and the attitudes that affect work behaviour. Following are some importance of attitude:-

- Attitude helps to determine job satisfaction and work performance level of the individual employee. Positive attitude employees contribute higher productivity.
- Attitude helps to reduce absenteeism, employee turnover, and grievances.

- Attitudes help people to adapt to their environment.
- Attitude determine employee's lifestyle.
- Attitude develops different perception on similar object, people or event.

Job Related Attitude

- **Job satisfaction:-** Positive attitude towards job is job satisfaction. Basically, job satisfaction is affected by challenging work, equitable rewards, supportive working environment, and supportive colleagues.
- **Job involvement:-** It is the degree to which a person identifies with his job actively participates in it. High involvement > low absenteeism.

- **Organizational commitment:-** Degree of loyalties of employee towards their organization. Highly loyal employees wants to maintain organizational membership and citizenship of organization.

Beliefs

- Beliefs are thoughts about the characteristics of objects , people or events. Attitudes are a result of beliefs. Beliefs are formed by past experience, available information and generalization.
- Further more beliefs are descriptive thoughts that an individual holds about something. They can be based on knowledge, opinion, and reference group member. They influence
- individual behaviour.

Features of Beliefs

- Belief may be different from the fact.
- Beliefs develops person's attitude.
- Employee's belief impact on their performance. If a person does not believe that he can perform well , his motivation is bounded to be low.
- Individual beliefs are affected by cultural factor.
- It is a mental process. And can be change overtime.

Value

- Value of an individual is one of the major forces shaping behaviour. Value represent an individual's ideas as to, what is right and what is wrong.
- Further, value is a framework of personal philosophy which governs/manages and influences the individual's reaction and response to any situation.

Value generally identify a person's ethical/moral structure on which the concept of good or bad and right or wrong is based.

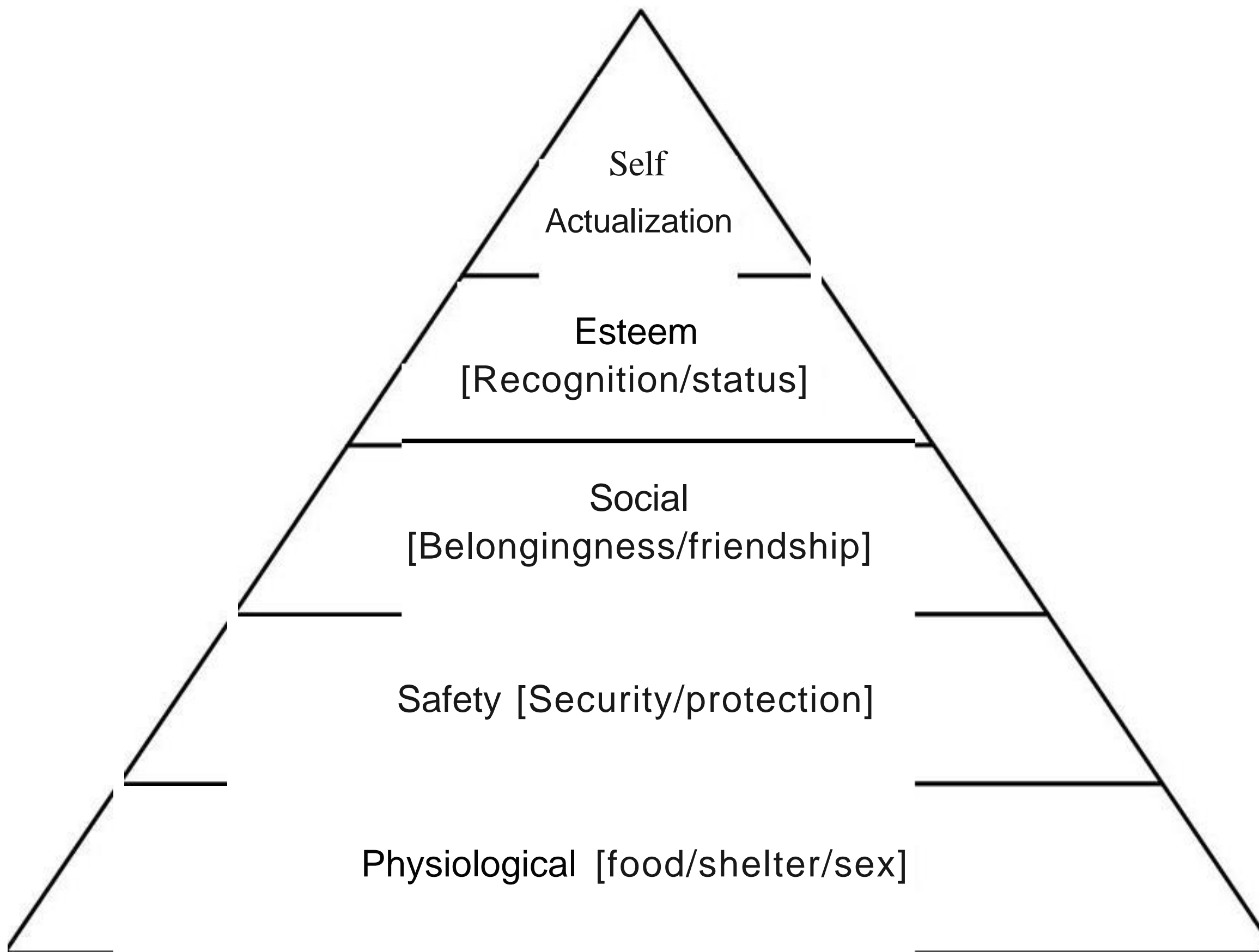
Most values are acquire from parents, teachers, friends, reference group and medias as well.

Important features of Values

- It contain moral flavour.
- It is one of the source of individual differences and affect individual behaviour.
- All of us have value system i.e, a set of values.
- Some of the values are highly stable and vice versa.
- They are basically learned. But some are genetically determined.

Needs

- A need is a deficiency, which creates tension within the people. Needs are created whenever there is a psychological or physiological imbalance. An unsatisfied need creates tension and that stimulates drives within the individuals.



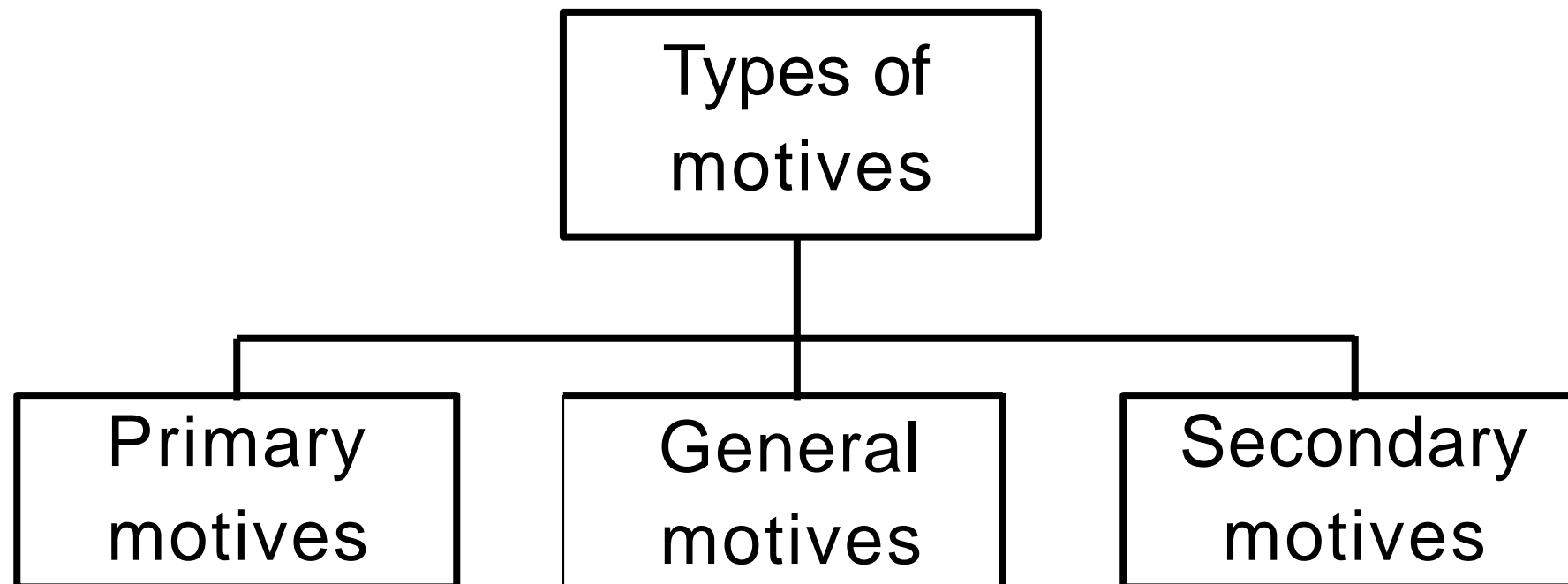
Motive and Behaviour

Motive

Motive is a factor that determine a person's choice of one course of behaviour from among several possibilities. Motives are derived from needs.

For example, an individual may decide to have lunch to satisfy need for food.

- Motives are the starting point of motivation process. Behaviour is result of motivation. They differ from individual to individual and also change over time.



- ▶ **Primary motives :-** Physiological or biological base for example hunger, thrust, sleep and sex.
- ▶ **General motives:-** General motives are unlearned they are not physiologically based for eg. Curiosity and manipulation etc.
- ▶ **Secondary motives:-** They are learned and psychological base eg achievement, power, affiliation and status etc.

Behaviour

- Human behaviour can be observed and studied. Behaviour is goal directed. It is output variable.
- It has many input variable such as goals, belief, attitudes, value, emotions , needs etc.
- If employees needs, feelings, and expectation are not satisfied, they may show problematic behaviour towards organization.

The relationship between needs, motives and behavior

Needs, motives and behaviour are interrelated. A need serves as stimulus for action. Motives are channels through which the individual think the need can be best satisfied, and thus reflects the persons behaviour.

For example,

A university lecturer wants to advance his career to gain income and prestige **{need}**. He decide to work harder and does higher quality work to impress his department/campus chief **{motives}**. Thus he teaches student well, publishes books and articles as he drives for perfection **{behaviour}**.

Emotion

- Emotions are reactions to a person (seeing a person at work may make you glad) or event (dealing with a rude client may make you feel frustrated). We show our emotion when we are happy about something, angry at someone, afraid of something.

Features

- Caused by specific events.
- Universal in nature.
- It differ from individual to individual.
- It disturbs the physical and psychological state of individual.
- Behavioural expression.

Cognitive Dissonance

Cognitive dissonance is an uncomfortable feeling caused by two conflicting or different ideas simultaneously. It is concern with intra personal conflicts.

The inconsistency between what people believe and how they behave motivates them to engage in actions that will help minimize feelings of discomfort. People attempt to relieve this tension in different ways, such as by rejecting, explaining away, or avoiding new information.

Any Queries???

Thank You