ORGANISATION BEHAVIOUR

UNIT- 2

PERSONALITY:

- Personality**,** a characteristic way of thinking, feeling, and behaving. Personality embraces moods, attitudes, and opinions and is most clearly expressed in interactions with other people. It includes behavioral characteristics, both inherent and acquired, that distinguish one person from another and that can be observed in people's relations to the environment and to the social group.

- The term Personality has been derived from the Latin word "persona" which means "mask" used by the actors to change their appearance. It refers to the habits, attitudes as well as physical traits of a person which are not same but vary from group to group and society to society, everyone has personality, which may be good or bad, impressive or unimpressive.

- Personality is the combination of an individual thoughts, characteristics, behaviors, attitude, ideas and habits.

- Personality can be described as how a person affects others, how he understands and views himself and his pattern of inner and outer measurable traits.

- Personality represents sum total of several attributes which manifest themselves in an individual and the ability of individual to organize and integrate all the qualities so as to give meaning to life and the uniqueness of the situation which influences behavior of an individual. Personality is therefore, a very diverse psychological concept.

BIG FIVE PERSONALITY TRAITS:

In recent times, researchers have identified five fundamental traits that are specially relevant to organizations because these five traits are so important and they are currently receiving so much attention, they are now called the big five personality traits. These five traits are as follows:

1. Agreeableness.
2. Conscientiousness.
3. Negative emotionality.
4. Extroversion.
5. Openness.

Agreeableness: Agreeableness refers to a person's ability to get along with others. Agreeableness causes some people to be gentle, cooperative, forgiving, understanding, and good-natured in their dealings with others. Though researchers have not yet fully investigated the effects of agreeableness, it seems likely that highly agreeable people are better in developing good working relationships with coworkers, subordinates, superiors, whereas less agreeable persons are not likely to have good working relationships. The same behavioral pattern may extend to relationships with customers, suppliers and other organizational constituents.

Conscientiousness: Conscientiousness refers to the number of goals on which a person focuses his attention. Persons who focus on relatively few goals at a time are likely to be organized, systematic, careful, thorough, and disciplined; they tend to focus on small number of goals at one time. Persons with less conscientiousness tend to pursue a wider array of goals and, as a result, to be more disorganised, careless, and even irresponsible as well as less thorough and self-disciplined.

Researches show that more conscientious persons tend to be higher performers than less conscientious persons in a variety of jobs. This pattern seems to be logical since conscientious persons take their jobs seriously and approach their jobs in a highly responsible fashion.

Negative Emotionality: Emotion means moving of the feelings or agitation of mind. Persons with less negative emotionality are relatively calm, resilient, and secure. Persons with less negative emotionality tend to better handle job stress, pressure, and tension. Their stability also leads them to be seen as being more reliable than their less-stable counterparts. Persons with more negative emotionality are more excitable, insecure, reactive, and subject to extreme mood swings.

Extroversion: Degree of extroversion reflects a person's comfort level with relationships. There may be persons with either introversion or extroversion features. Introversion is the tendency in individuals which directs them to turn inward and experience and process feelings, thoughts and ideas within themselves. Extroversion refers to the tendency in individuals to turn outward of themselves searching for external stimuli with which they can interact. Introverts are quiet reflective and intellectual people who prefer to interact with a small intimate circle of friends. They are more likely to be successful when they can work on highly abstract ideas such as research and development in a relatively quiet atmosphere. Extroverts, on the other hand, are sociable, lively gregarious, and seek outward interaction. They are likely to be more successful working in the sales activities, publicity department, public relations unit, and so on where they can interact face to face with others.

Openness: Openness refers to a person's rigidity of beliefs and range of interests. Persons with high level of openness are willing to listen to new ideas and to change their own ideas, beliefs, and attitudes to new information. They also tend to have broad interests and to be curious, imaginative, and creative. On the other hand, persons with low level of openness tend to be less receptive to new ideas and less willing to change their minds; they tend to have fewer and narrower interests and to be less curious and creative. Generally, persons with more openness perform better due their flexibility and the likelihood is that they are better accepted in the organization.

The big five personality traits still continue to attract attention of both researchers and managers. The framework of big five traits has its potential value as it encompasses an integrated set of traits that appear be valid predictors of certain behaviors in certain situations. According to Mount et al. "managers who can both understand the framework and assess these traits in their employees are in a good position to understand how and why they behave as they do 25 However, while applying this framework in their organizations, Indian managers should take adequate precaution to ensure that possession of higher degree of these traits is really in tune with their organizational requirements because these traits have been tested in organizations of the USA. Because of cultural difference between India and the USA, it is not necessary that the big five frameworks is applicable in Indian organizations in totality.

DETERMINANTS OF PERSONALITY:

Personality represents a process of change and it relates to the psychological growth and development of individuals. While it may be possible to detect

underlying personality characteristics, these characteristics may be useful only at that point of time and only for a limited number of situations. Therefore, it becomes important to know the factors that cause a given personality to change or develop. Managers can deal more effectively, then if they understand how an individual's personality develops. There are various determinants of personality and these have been categorized in different ways. McClelland has categorized these factors into four fundamental theories-traits (acquired propensity to respond), schema (beliefs, frame of reference, major orientations, ideas, and values), motives (inner drives), and self-schema (observation of one's own behavior). Similarly, Scott and Mitchell have classified various determinants into heredity, groups, and cultural factors, both physiological and psychological which play important role in human personality. These factors are interrelated and interdependent. However, for the purpose of analysis, these can be classified into four categories:

- Biological factors
- Family and social factors
- Cultural Factors
- Situational factors

1. **Biological factors:** The general characteristics of human biological system influence the way in which human being tends to sense external event data, interpret, and respond to them. The study of the biological contribution to personality can be divided into three major categories - heredity, brain and physical features.
   - ➢ **Heredity:** Heredity is the transmission of the qualities from ancestor to descendant through a mechanism lying primarily in the chromosomes of the germ cells. Heredity predisposes to

certain physical, mental, and emotional states. It has been established through research on Animals that physical and psychological characteristics can be transmitted through heredity. However, such a conclusive proof is not available for human beings, though psychologists have drawn the conclusion that heredity plays an important role in personality.

➢ **Brain:** The second biological factor is brain which is supposed to play role in shaping personality. Though not conclusive as yet, physiologists and psychologists have studied the structure of human brain and have divided it into two parts- left hemisphere which lies in the right side of the body and right hemisphere which lies in the left side of the body. Depending on the structure of the brain, an individual's personality develops.

➢ **Physical Features:** The third biological factor determining personality formation is physical characteristics. An individual's external appearance, which is biologically determined, is an important ingredient of personality. In a narrow sense, personality is referred to physical features of a person. However, it is not true if we take a comprehensive view of the personality. A person's physical features have some influence on his personality because he will influence others and, in turn, will affect his self-concept.

2. **Family and Social Factors:** Family and social groups have most significant impact on personality development. These groups have their impact through socialization and identification processes.

   Socialization is a process by which an individual infant acquires, from the enormously wide range of behavioral potentialities that are open to him at birth, those behavior patterns that are customary and acceptable according to the standards of his family and social groups. Socialization process starts with initial contact between mother and her new infant. Later on other members of the family and social groups influence the socialization process.

   Identification process occurs when a person tries to identify himself with some person whom he feels ideal in the family. Generally, a child in the family tries to behave like his father or mother.

   Socialization and identification process is influenced by home environment, family members, and social groups.
   - ➢ **Home Environment:** Total home environment is a critical factor in personality development. For example, children with markedly institutional upbringing of children in a cold, unstimulating home have a much greater potential to be emotionally maladjusted than children raised by parents in a warm, loving, and stimulating environment. The key variable is not the parents per se but rather the type of environment that is generated for the child.

➢ **Family Members:** Parents and other family members have strong influence on the personality development of the child. Parents have more effect on the personality development as compared to other members of the family. The study by Newcomb showed the high correlation between attitudes of parents and children with a further consistency in patterns. The relationship between parents and children was higher than that between the children and their teachers. Besides parents, siblings (brothers and sisters) also contribute to personality.

➢ **Social Groups:** Besides a person's home environment and family members, there are other influences arising from the social placement of the family as the person is exposed to agencies outside the home, particularly the school, friendship and other work group.

3. **Cultural Factors:** Culture is the underlying determinant of human decision making. It generally determines attitudes towards independence, aggression, competition, and cooperation. Each culture expects and trains its members to behave in the ways that are acceptable to the group. To a marked degree, the child's cultural group defines the range of experiences and situations he is likely to encounter and the values and personality characteristics that will be reinforced and hence learned. Despite the importance of cultural contribution to the personality, a linear relationship cannot be established between personality and a given culture. One problem stems from the existence of numerous subcultures within a given

culture. Thus, workers are not influenced by the same culture as managers are.

4. **Situational Factors:** Apart from the biological, sociological, and cultural factors, situational factors also determine personality development. It considers the situations under which the behavior is occurring. Milgram's research study suggests that very powerful role the situation may play in human personality. On the basis of his research study, he states that a situation exerts an important pressure on the individual. It exercises constraints or provide push. In certain circumstances, it is not so much the kind of person a man is, as the kind of situation in which he is placed, that determines his actions. For example, a worker whose personality history suggests that he had need for power and achievement, may become frustrated and react apathetically and aggressively if he is put in a bureaucratized work situation. Thus, he may appear lazy and trouble-maker though his personality history may suggest that he is very hard working and striving to get ahead. Thus, because of changed situation, his personality composition changes. This aspect is very important for organizational behavior because a manager has control over the organizational situation.

PERCEPTION:

Perception is another most important aspect of life of organization. Many problems of the organization and that of its members may be traced to the distortion in perception. Perception means the ability to perceive i.e. understanding or knowledge, mental grasp of qualities by means of senses or awareness. We see an object but it is understood differently by different people. It is perception. Perception is a function of objects or events which are perceived, individual who is perceiving, circumstances under which perceiving is done. Perception is based on the activities of organs i.e. seeing, hearing, feeling, tasting and smelling. Perception varies from person to person and situation to situation and time to time i.e. it is relative to person situation and time. The individuals listening to the same thing may perceive it differently. In the same manner the individuals looking at the same thing may perceive it in different ways.

Perception is the intellectual process through which a person selects the data from the environment, organizes it, and obtains meaning from it. Perception is a psychological process. The manner in which a person perceives the environment affects his behavior. Thus, people's actions, emotions, thoughts, or feelings are triggered by the perception of their surroundings. Perception, being an intellectual and psychological process, becomes a subjective process and different people may perceive the same environmental event differently based on what particular aspects of the situation they choose to absorb, how they organize this information, and the manner in which they interpret it to obtain the grasp of the situation. Thus, the subjectively perceived 'reality' in any given setting may be different for different people. Thus, perception is the process of selecting, organizing, and interpreting or attaching meaning to the events happening in the environment.

IMPORTANCE OF PERCEPTION:

1. Perception is very important in understanding human behavior because every person perceives the world and approaches life problems differently. Whatever we see or feel is not necessarily the same as it really is. When we buy something, it is not because it is the best, but because we take it to be the best.

2. If people behave on the basis of their perception, we can predict their behavior in the changed circumstances by understanding their present perception of the environment. One person may be viewing the facts in one way which may be different from the facts as seen by another viewer.

3. Perception is very important for the manager who wants to avoid making errors when dealing with people and events in the work setting. This problem is made more complicated by the fact that different people perceive the same situation differently. In order to deal with the subordinates effectively, the managers must understand their perceptions properly.

4. It is vitally important if we want to get along with others to try to see things from their perspective or walk in their shoes for a while. If we walk in their shoes we will gain a new perspective about things and we will understand and help other more appropriately.

5. Through the perceptual process, we gain information about the properties and elements of the environment that are critical to our survival. Perception not only creates our experience of the world around us; it allows us to act within our environment.

Thus, for understanding human behavior, it is very important to understand their perception, that is, how they perceive the different situations.

FACTORS INFLUENCING PERCEPTION:
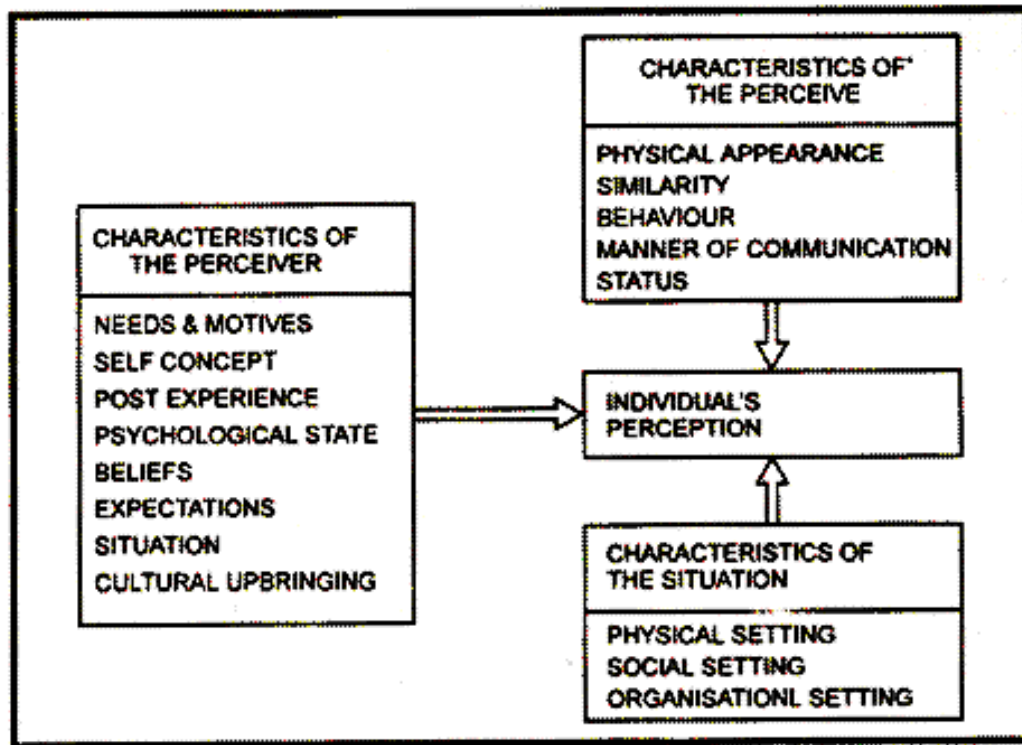
The above figure shows the summary of the factors influencing perception.

1. **Characteristics of the Perceiver:** When a person looks at a target and attempts to interpreter what he sees, his interpretation is greatly influenced by his personal characteristics which are discussed as follows:

   a) **Needs and Motives:** Our need pattern play an important part in how we perceive things. A need is a feeling of discomfort or tension when he is missing something or requires something. Therefore, unsatisfied needs or motives stimulate individuals and may exert a strong influence on their perception. When people are not able to satisfy their needs they are engaged in wishful thinking which is a way to satisfy their needs not in the real world but imaginary world. In such cases,

people will perceive only those items which suit their wishful thinking. Motives also influence the perception of people.

b) **Self-Concept:** Self-concept indicates how we perceive ourselves which then influences how we perceive others and the situation we are in. The more we understand ourselves, the more we are able to perceive others accurately. For example, secure people tend to see others as warm and friendly. Less secure people often find fault with others. Perceiving ourselves accurately and enhancing our self-concept are factors that enhance accurate perception.

c) **Past Experience:** Our perceptions are often guided by our past experiences and what we expect to see. A person's past experiences mould the way he perceives the current situation. If a person has been betrayed by a couple of friends in the past, he would tend to distrust any new friendship that he might be in the process of developing.

d) **Current Psychological State:** The psychological and emotional states of an individual are likely to influence how things are perceived. If a person is depressed, he is likely to perceive the same situation differently than if he is happy. Similarly, if a person is scared out of wits by seeing a snake in the garden, he is likely to perceive a rope under the bed as a snake.

e) **Beliefs:** A person's beliefs influence his perception to a great extent. Thus, a fact is conceived not on what it is but what a person believes it

to be. The individual normally censors stimulus inputs to avoid disturbance of his existing beliefs.

f) **Expectations:** Expectations affect the perception of a person. Expectations are related with the state of anticipation of particular behavior from a person. For example, a technical manager will expect that the non- technical people will be ignorant about the technical features of the product.

g) **Situation:** Elements in the environment surrounding an individual like time, location, light, heat etc., influence his perception. The context in which a person sees the objects or events is very important.

h) **Cultural Upbringing:** A person's ethics, values and his cultural upbringing also play an important role in his perception about others. It is difficult to perceive the personality of a person raised in another culture because our judgment is based upon our own values.

2. **Characteristics of the Perceived:** Characteristics of the person or object can affect what is perceived. Though, it may go against logic and objectivity, but it cannot be denied that our perceptions about others are influenced by their physical characteristics such as appearances, age, gender, manner of communication as well as personality traits and other forms of behavior. For example, loud people are more likely to be noticed in a group than are quite ones. So too are extremely attractive or extremely ugly individuals.

Persons, objects or events that are similar to each other tend to be grouped together. People dressed in business suits are generally thought to be professionals, while employees dressed in ordinary work clothes are assumed to be lower level employees.

Manner of communication, both verbal and non-verbal, affect our perception about others. For example, the choice of words and precision of language can form impressions about the education and sophistication of the person. The tone of voice indicates the mood of the person. The depth of conversation and choice of topics provide clues of people's intelligence. The body language or expressive behavior such as how a person sits and the movement of his eyes or a smile can indicate whether he is nervous or self-confident.

The status or occupation of a person also influences the perception. We tend to behave in a more respectful way when we are introduced to the principal of a school in which our child is studying, judge of the high court or Supreme Court or a famous cricket player. Sometimes our perception of a person tends to be; biased, depending upon the description given to us by other persons. When we meet a person who is described to us as warm and friendly, we treat him differently as compared to meeting a person who is known to be cold & calculating.
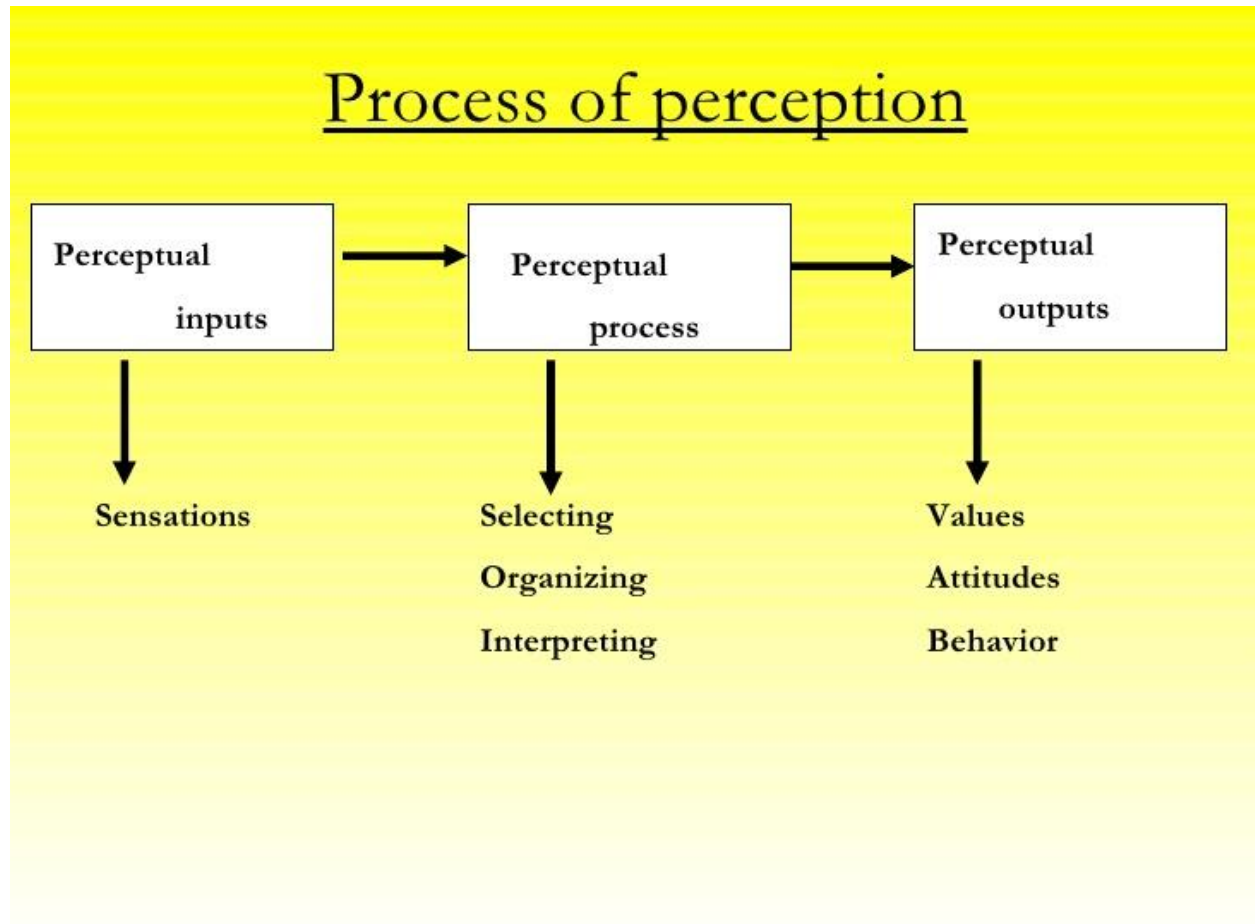
3. **Characteristics of the Situation:** The context in which we see objects or events is very important. The surrounding environment and the elements present in it influence our perception while perceiving a particular situation or event, its physical, social and organizational setting can also influence the

perception. For example, if you meet a person for the first time and he is with a person whom you respect and admire, you will create a favorable image about him in your mind as compared to a situation in which you see him with another person whom you intensely dislike. Of course, the initial impressions may change with the passage of time, but the saying that "First impression is the last impression" is very valued.

Location of a given event is also very important factor in determining the behavior. For example, a conversation with the boss taking place in a casual reception area may be perceived differently than when taking place in the boss's office with the door closed. Organizational setting also affects the behavior of the people. An organization setting where people are given an opportunity to interact in a friendly and sociable work situation, they become more trustworthy and less defensive.

PERCEPTUAL PROCESS:

Process of perception

Perceptual inputs	→	Perceptual process	→	Perceptual outputs
↓		↓		↓
Sensations		Selecting Organizing Interpreting		Values Attitudes Behavior

Perception is a process consisting of several sub processes. We can take an input-throughput-output approach to understand the dynamics of the perceptual process. This approach emphasizes that there is input which is processed and gives output. The stimuli in the environment-objects, events, or people can be considered as the perceptual inputs. The actual transformation of these inputs through the perceptual mechanism of selection, organization, and interpretation can be treated as the throughputs, and the resultant opinions, feelings, attitudes, etc. which ultimately influence our behavior, can be viewed as the perceptual outputs.

Under the process of perception, a person chooses information from his surrounding environment organizes this information and then interprets it. As a result of it ideas, view point, values, feelings and behavior are formed.

1. **Perceptual Inputs:** Strictly speaking, perceptual inputs in the form of stimuli are not the part of actual perceptual process though these are necessary for the occurrence of perception. Stimuli may be in the form of objects, events, or people. Thus, everything in the setting where events occur, or which contributes to the occurrence of events, can be termed as perceptual input. Further, the characteristics of stimuli are important as these affect the extent to which the perceiver is attracted to these which affects the selection of stimuli for perception along with other variables affecting selection of stimuli like perceiver's characteristics and situational variables. When the perceiver interacts with a stimulus, sensation takes place which starts perceptual process.

2. **Perceptual Mechanism:** Perceptual mechanism involves three elements— selection of stimuli, organization of stimuli, and interpretation of stimuli.

   - **Selection of Stimuli:** After receiving the stimuli from the environment, some are selected for further processing while others are screened out because it is not possible for a person to select all stimuli which he sees in the environment, There are two types of factors which affect selection of stimuli These are external and related to stimuli and internal related to the perceiver. These external and internal factors are of several types.

- **Organization of Stimuli:** After the stimuli are received, these are organized in some form in order to make sense out of that. The various forms of organizing stimuli are figure-ground, perceptual grouping, simplification and closure.

- **Interpretation of Stimuli:** The perceptual inputs that have been organized will have to be interpreted by the perceiver so that he can sense and extract some meaning of what is going on in the situation. People interpret the meaning of what they have selectively perceived and organized in terms of their own assumptions of people, things, and situations. They also become judgmental as well and tend to interpret the things as good/bad, beautiful/ugly, and so on which are quite relative terms. In such a process, there are chances of misinterpretation. Interpretation of stimuli is affected by characteristics of stimuli, situations under which perception takes place, and characteristics of the perceiver. These factors also affect the total perceptual process. For example, as discussed earlier, the characteristics of stimuli affect their selection for perception. At the same time, these may affect the interpretation also. Similarly, the physical, social, and organizational settings in which an object is perceived, also affect the interpretation. In interpreting the stimuli, the perceiver may commit mistake in perceiving because of several reasons.

3. **Perceptual Outputs:** Based on perceptual mechanism which ends with interpretation of stimuli, perceptual outputs emerge. These outputs may be in the form of actions like development of attitudes, opinions, beliefs,

impression about the stimuli. These outputs along with other factors affecting human behavior may result in overt behavior. For overt behavior to occur, perception is not the sole decider though it is important.

For example, when a person sees an advertisement of a product (stimulus), he may perceive that the product is good. This perception, however, may not be enough for the person to buy the product (overt behavior). The actual buying may depend on the availability of the product, perceiver's need for product, and his propensity and capacity to spend money for buying the product.

COMMON PERCEPTUAL ERRORS:

Perception is the process of analyzing and understanding a stimulus as it is. But it may not be always possible to perceive the stimuli as they are. Knowingly or unknowingly, we mistake the stimulus and perceive it wrongly. Many times the prejudices in the individual, time of perception, unfavorable background, lack of clarity of stimulus, confusion, conflict in mind and such other factors are responsible for errors in perception.

There are some errors in perception;

- Illusion.
- Hallucination.
- Halo Effect.
- Stereotyping.
- Similarity.
- Horn Effect.
- Contrast.

1. **Illusion:** The illusion is a false perception. Here the person will mistake a stimulus and perceive it wrongly. For example, in the dark, a rope is mistaken as a snake or vice versa. The voice of an unknown person is mistaken as a friend's voice. A person standing at a distance who is not known may be perceived as a known person.

2. **Hallucination:** Sometimes we come across instances where the individual perceives some stimulus, even when it is not present. This phenomenon is known as a hallucination. The person may see an object, person, etc. or he may listen to some voice though there are no objects and sounds in reality.

3. **Selective Perception:** Selective perception means the situation when people selectively interpret what they see on the basis of their interests, background, experience, and attitudes. It means any characteristics that make a person, object, or event stand out will increase the probability that it will be perceived.

4. **Halo Effect:** The individual is evaluated on the basis of perceived positive quality, feature or trait. When we draw a general impression about an individual on the basis of a single characteristic, such as intelligence, sociability, or appearance, a halo effect is operating. In other words, this is the tendency to rate a man uniformly high or low in other traits if he is extraordinarily high or low in one particular trait.

5. **Stereotyping:** People usually can fall into at least one general category based on physical or behavioral traits then they will be evaluated. When we judge someone on the basis of our perception of the group to which he or she

belongs, we are using the shortcut called stereotyping. For example, a boss might assume that a worker from a Middle East country is lazy and cannot meet performance objectives, even if the worker tried his best.

6. **Similarity:** Often, people tend to seek out and rate more positively those who are similar to themselves. This tendency to approve of similarity may cause evaluators to give better ratings to employees who exhibit the same interests, work methods, points of view or standards.

7. **Horn Effect:** When the individual is completely evaluated on the basis of a negative quality or feature perceived. This results in an overall lower rating than an acceptable rate. For example, he is not formally dressed up in the office, that's why he may be casual at work too.

8. **First impression:** It is very common that people evaluate others on the basis of first impression. The evaluation based on first impression may be correct if it is based on adequate and significant evidence. However, since first impression evaluation is not based on adequate information, it may not be true reflection of people being perceived. Even in such cases, people continue to evaluate on the basis of first impression, though incorrect. This can be corrected by more frequent interaction, though erasing of first impression evaluation is not that easy.

ATTITUDE:

The word 'attitude' describes a persistent tendency to feel and behave in a particular way towards some object. Attitudes are evaluative statements either favorable or unfavorable concerning objects, people or events. They reflect how one feels about something.

During the course of development, the person acquires tendencies to respond to objects. These learned cognitive mechanisms are called attitudes. Changes in knowledge are followed by the change in attitudes. Attitudes are simply expressions of much we like or dislike various things. Attitudes represent our evaluations, preferences or rejections based on the information we receive. Attitude may be defined as 'an enduring predisposition or readiness to react or behave in a particular manner to a given object or situation, idea, material or person'.

An attitude is a positive; negative or mixed evaluation of an object that is expressed at some level of intensity. It is an expression of a favorable or unfavorable evaluation of a person, place, thing or event. These are fundamental determinants of our perceptions of, and actions toward all aspects of our social environment. Attitudes involve a complex organization of evaluative beliefs, feelings, and tendencies toward certain actions.

According to N.L. Munn, "Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institution."

CHARACTERISTICS OF ATTITUDE:

1. Attitudes are the complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations.
2. All people, irrespective of their status or intelligence, hold attitudes.
3. An attitude exists in every person's mind. It helps to define our identity, guide our actions, and influence how we judge people.
4. Although the feeling and belief components of attitude are internal to a person, we can view a person's attitude from his or her resulting behavior.
5. Attitude helps us define how we see situations, as well as define how we behave toward the situation or object.
6. Attitudes affect behavior of an individual by putting him ready to respond favorably or unfavorably to things in his environment.
7. Attitudes are acquired through learning over the period of time. The process of learning attitudes starts right from childhood and continues throughout the life of a person.
8. Attitudes are invisible as they constitute a psychological phenomenon which cannot be observed directly. They can be observed by observing the behavior of an individual.
9. Attitudes are pervasive and every individual has some kind of attitudes towards the objects in his environment.

ATTITUDES RELEVANT FOR ORGANISATIONAL BEHAVIOUR:

People develop attitudes towards other persons, objects, and ideas. Thus, there may be numerous attitudes in a person. However, not all such attitudes are fully relevant for organizational behavior. For an organization, the attitudes held by its members about its practices are important. Such attitudes are often termed as

organizationally-relevant attitudes or employee attitudes. Organizational members, as employees, may develop attitudes about various aspects of organizational functioning like their salary, promotion possibilities, employee benefits, their superiors, and so on. Through all these attitudes are important for the behavior of the employees in an organization, especially the employee attitudes towards the following aspects is more important:

- Job Satisfaction
- Job Involvement
- Organizational Commitment

1. **Job Satisfaction:** Job satisfaction reflects the extent to which employees find gratification or fulfillment in their work. There are a variety of factors which affect job satisfaction of an employee such as personal factors like an employee's needs and aspirations, group and organizational factors like relationships with coworkers and superiors, working conditions, work policies, compensation, etc. Job satisfaction is closely related to an employee's performance and his work-related behavior.

2. **Job Involvement:** Attitudes of employees towards job involvement are important for organizational effectiveness. Job Involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives. Job-involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making. As a result, they are willing to work long hours and they will attempt to be high performers.

3. **Organizational Commitment:** Organizational commitment of employees is a strong force for organizational effectiveness. Organizational commitment, also known as employee loyalty to organization, is the degree to which an employee identifies with the organization and wants to continue actively and meaningfully participating in it. Like a strong magnetic force attracting one metallic object to another, organizational commitment is a measure of the employee's willingness to remain with the organization in the future. It often reflects the employee's belief in the mission and goals of the organization and his willingness to expend effort in their accomplishment and intentions to continue working there. Organizationally-committed employees usually have good attendance records, demonstrate loyalty to organizational policies, and have lower turnover rates.

EFFECTS OF EMPLOYEE ATTITUDES:

Attitudes are reasonably good predictors of behavior. They provide clues to an employee's behavioral intentions or inclinations to act in a certain way. Positive job attitudes help predict constructive behaviors; negative job attitudes help predict negative behaviors. High or low scores on job satisfaction, job involvement, and organizational commitment have impact on employee performance, turnover, absence and slowness, violence, and other behaviors.

1. **Employee Performance:** Employee performance is higher, if the employees have higher level of job satisfaction, job involvement, and organizational commitment. Though all these three factors are not the only determinants of employee performance but these contribute to higher or lower performance

along with other factors as these three factors affects employee willingness or unwillingness to perform.

2. **Employee Turnover:** Employee turnover is the rate of change in the working personnel of an organization during a specified period. It signifies the extent to which old employees leave and new employees enter into service in a given period. Though there are several factors, both personal and organizational, employee attitudes relating to job satisfaction, job involvement, and organizational commitment affect employee turnover highly. Generally, employees having positive attitudes towards job satisfaction, job involvement, and organizational commitment have much lower turnover rate than those who have negative attitudes towards these factors.

3. **Absence and Tardiness:** Absenteeism is unauthorized absence from the workplace while tardiness is a type of short period absence ranging from a few minutes to several hours for each event, and it is another way in which employees physically withdraw from active involvement in the organization. Both absence and tardiness may be affected by a number of factors, generally negative attitudes of employees towards job satisfaction, job involvement, and organizational commitment bring higher level of absence and tardiness.

4. **Violence:** Violence, in various forms of verbal or physical aggression, at workplace is one of the most extreme consequences of lack of job satisfaction, job involvement, and organizational commitment. In fact, frustration caused by violence is used as a defense mechanism to overcome

dissatisfaction. Since employees who have high job satisfaction, job involvement and organizational commitment do not feel frustrated, they do not tend to involve in violence.

SOURCES OF ATTITUDES:

Attitudes, like values, are acquired from parents, teachers and peer group members. In our early years, we begin modelling our attitudes after those we admire, respect or may even fear. We observe the way family and friends behave, and we shape our attitudes and behaviour to align with theirs. People imitate the attitudes of popular individuals or those they admire and respect. In contrast to values, our attitudes are less stable. Advertising messages, to alter the customers' attitude towards a certain product or service.

The important sources of acquiring attitudes are as follows:

1. **Personal Experience:** A person's direct experience with the object determines his attitude towards it. The personal experience of an individual, whether it is favourable or unfavourable, will affect his attitude deeply. These attitudes which are based on personal experience are difficult to change. For example, an individual joins a new job, which is recommended to him by his friend. But when he joins the job, he finds his work repetitive, supervisors too threatening and co-workers not so co-operative, he would develop a negative attitude towards his job, because the quality of his direct experience with the job is negative.

2. **Social Learning:** Attitudes are also learnt from others as, for example, from parents, teachers, superiors, models etc. An individual may learn by having contact with others or even watching models over the T.V. In fact,

social learning makes it possible for a person to develop attitude towards something even when he has no direct experience of the attitude object. For example, an unemployed person entering the job market for the first time, may be favourably disposed towards a government job because others in the society have such an attitude towards government jobs. Thus, the social learning is a convenient way of developing attitudes.

3. **Association:** Sometimes an individual comes across a new attitude object which may be associated with an old attitude object. In such a case, the attitude towards the old object may be transferred towards the new attitude object. For example, if a new worker remains most of the time in the company of a worker, who is in the good books of the supervisor, and towards whom the supervisor has a positive attitude, the supervisor is likely to develop a favourable attitude towards the new worker also. Hence the positive attitude for the old worker has been transferred towards the new worker because of the association between the old and the new worker.

4. **Neighborhood:** The neighborhood in which we live has certain cultural facilities, religious groupings and ethnic differences. Further, it has people, who are neighbors. These people may be Northerners, Southerners etc. The people belonging to different cultures have different attitudes and behaviour. Some of these we accept and some of these we deny. The conformity or rebellion in some respects is the evidence of the attitudes we hold.

5. **Economic Status and Occupations:** The economic status and occupational position of the individual also affect his attitude formation. Our socio-economic background influences our present and future attitudes. Research findings have shown that unemployment disturbs former religious and economic values. For example: Children of professional class tend to be conservatives. Respect for the laws of the country is associated with increased years of higher education.

6. **Mass Communications:** All varieties of mass communication – television, radio, newspapers and magazines fed their audiences large quantities of information. The presentation of news or information is constructed so as to cater to the attitude of the audience. In turn, the audience selects the specific form of mass communication that best reflects its attitudes on various subjects. The material we select helps us either to substantiate our opinions or to establish new ones.

FORMATION/CHANGE OF ATTITUDE:

In organisations, attitudes are important because they affect job behaviour. If workers believe, for example, that supervisors, auditors, bosses, and time and motion engineers are all in conspiracy to make employees work harder for the same or less money, then it makes sense to try to understand how these attitudes were formed, their relationship to actual job behaviour, and how they can be made more favourable.

Following factors lead to the formation of the attitude:

1. **Economic factors:** A person's attitude towards a host of issues such as pleasure, work. marriage, working women etc., is influenced by economic

factors such as his economic status in the society, rate of inflation in the economy, government's economic policies, and the country's economic condition. For example, during the Gulf crisis, the government of India made a big drive to save oil so as to cut the import bill. A big campaign was started to educate people in this regard. It aimed at promoting negative attitude towards pleasure trips and positive attitude towards proper driving and maintenance of vehicles.

2. **Family factors:** During childhood, a person spends a major part of his time in the family. Thus, he learns from the family members who provide him with readymade attitudes on a variety of issues such as education, work, health, religion, politics, economics etc. Every family instills or attempts to instill such attitudes among its members as are considered appropriate to its socio-economic status in the society. Therefore, a person from a middle-class family may hold a different attitude towards spending than a person from a wealthy family. In the later years of life, however, any person whom we admire, respect or fear may have greater influence on our attitudes.

3. **Social factors:** Societies differ in terms of language, culture, norms, values, beliefs etc. all of which influence a person's attitude. For example, people in India generally hold different attitude towards communism from the people of China. Similarly, Indians and Americans differ in their attitude towards religion. Thus, people belonging to a nation develop attitudes which would be in tune with the needs of the society.

4. **Political factors:** Politics plays a crucial role in the administration of a country. Therefore, political factors such as ideologies of the political parties, political stability and the behaviour of the political leaders greatly affect the attitudes of the people.

5. **Psychological factors:** The psychological make up of a person is made up of his perceptions, ideas, beliefs, values, information etc. It has a crucial role in determining a person's attitude. For example, if a person perceives that generally all superiors are exploitative, he is likely to develop a negative attitude towards his superior who in fact may not be exploitative.