

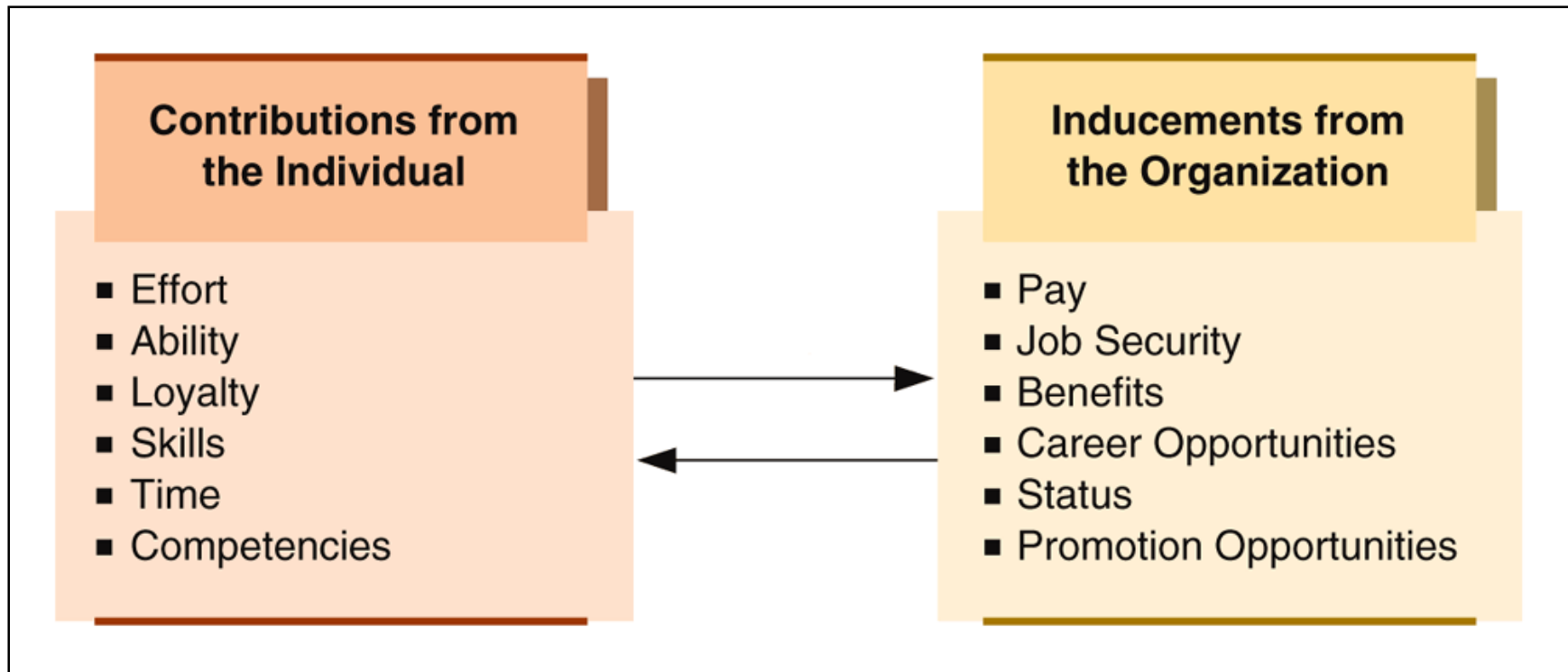
Individual Behavior

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Introduction

- Individuals are important units of any organization.
- If we understand the behavior of individuals, we can predict the outcomes; it will become easy to manage the behaviors of individuals in desirable directions.
- We have to look at three individual variables--biographical characteristics, ability, and learning.
- Biographical characteristics are readily available to managers

The Psychological Contract



The Person-Job Fit

- Person-Job Fit
 - The extent to which the individual's contributions match the organization's inducements.
 - In theory, each employee has a specific set of needs that he or she wants fulfilled and a set of job-related behaviors and abilities to contribute.
 - If the organization can take perfect advantage of those behaviors and abilities and exactly fulfill the employee's needs, it will have achieved a perfect person-job fit.

The Nature of Individual Differences

- Individual Differences are personal attributes that vary from one person to another:
 - Physical
 - Psychological
 - Emotional
- Individual differences are neither good nor bad.
- Whenever an organization attempts to assess or account for individual differences among its employees, it must also be sure to consider the situation in which behavior occurs.

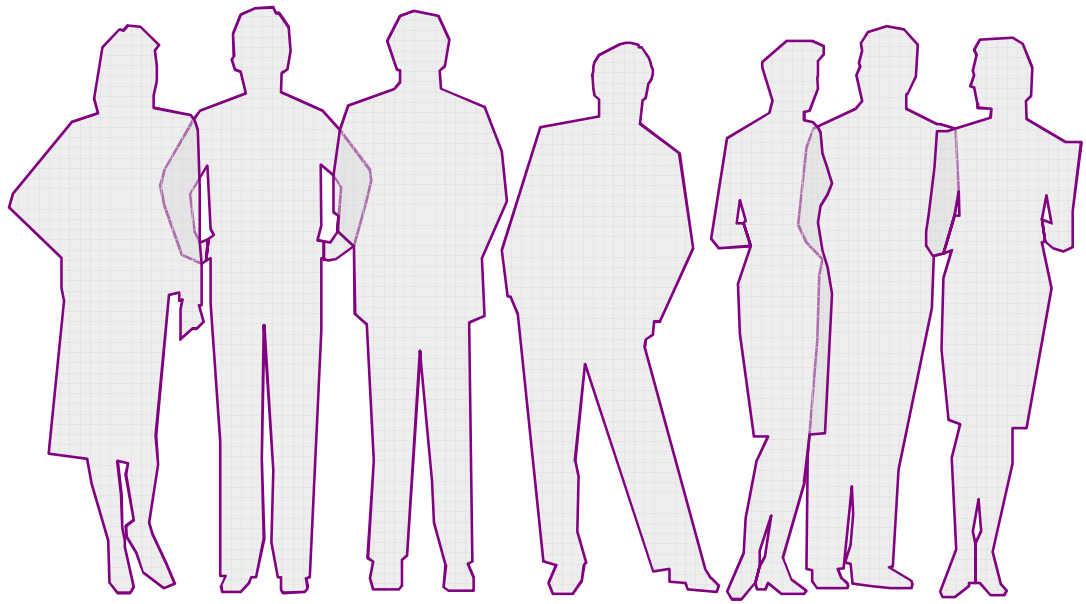
Personality and Individual Behavior

- Personality is the relatively stable set of psychological attributes that distinguish one person from another.
- Managers should strive to understand basic personality attributes and the ways they can affect people's behavior in organizational situations, as well as their perceptions of and attitudes toward the organization.

Biographical Characteristics

Biographical Characteristics

Personal characteristics—such as age, gender, and marital status—that are objective and easily obtained from personnel records.



- Biographical characteristics are readily available to managers.
- Generally, they include data that are contained in an employee's personal file.
- The most important conclusions are that, age seems to have no relationship to productivity; older workers and those with longer tenure are less likely to resign; and married employees have fewer absences, less turnover, and report higher job satisfaction than do unmarried employees.
- But what value can this information have for managers? The obvious answer is that it can help in making choices among job applicants

Ability, Intellect, and Intelligence

Ability

An individual's capacity to perform the various tasks in a job.

Intellectual Ability

The capacity to do mental activities.



Multiple Intelligences

Intelligence contains four subparts:
cognitive, social, emotional, and cultural.

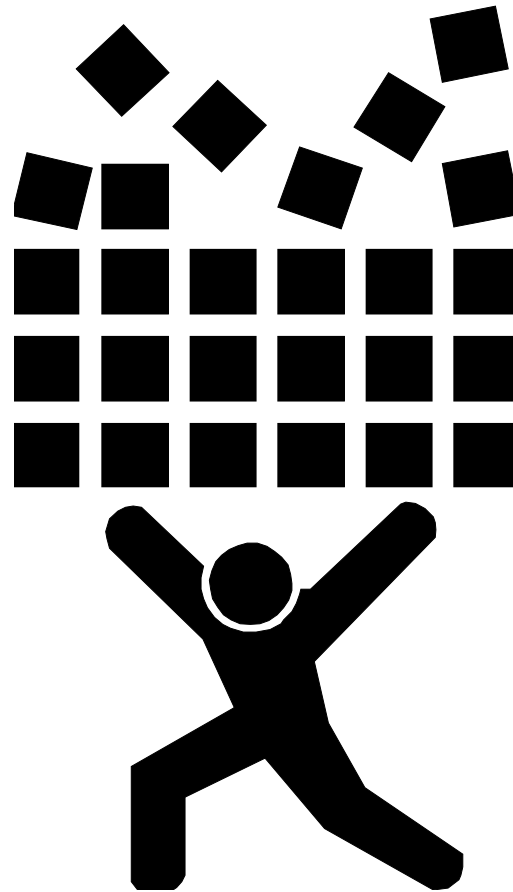
Dimensions of Intellectual Ability

- Number aptitude
- Verbal comprehension
- Perceptual speed
- Inductive reasoning
- Deductive reasoning
- Spatial visualization
- Memory

Physical Abilities

Physical Abilities

The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics.



Nine Physical Abilities

Strength Factors

1. Dynamic strength
2. Trunk strength
3. Static strength
4. Explosive strength



Flexibility Factors

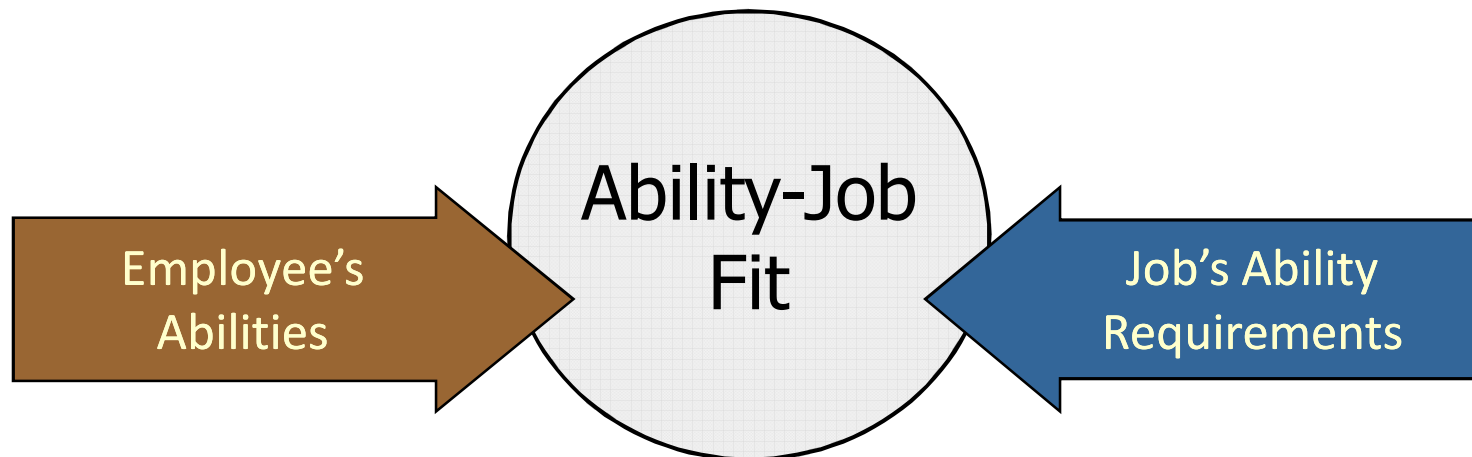
5. Extent flexibility
6. Dynamic flexibility

Other Factors

7. Body coordination
8. Balance
9. Stamina



The Ability-Job Fit



- Ability directly influences an employee's level of performance and satisfaction through the ability-job fit.
- Given management's desire to get a compatible fit, what can be done? First, an effective selection process will improve the fit.
- A job analysis will provide information about jobs currently being done and the abilities that individuals need to perform the jobs adequately.

- Applicants can then be tested, interviewed, and evaluated on the degree to which they possess the necessary abilities. Second, promotion and transfer decisions affecting individuals already in the organization's employ should reflect the abilities of candidates. With new employees, care should be taken to assess critical abilities that incumbents will need in the job and to match these requirements with the organization's human resources. Third, the fit can be improved by fine-tuning the job to better match an incumbent's abilities.

- Often modifications can be made in the job that while not having a significant impact on the job's basic activities, better adapts it to the specific talents of a given employee. Examples would be to change some of the equipment used or to reorganize tasks within a group of employees

Learning

Learning

Any relatively permanent change in behavior that occurs as a result of experience.

Learning

- Involves change
- Is relatively permanent
- Is acquired through experience

- A final alternative is to provide training for employees. This is applicable to both new workers and present job incumbents. Training can keep the abilities of incumbents current or provide new skills as times and conditions change.
- Any observable change in behavior is prima facie evidence that learning has taken place. What we want to do, of course, is ascertain if learning concepts provide us with any insights that would allow us to explain and predict behavior.

- Positive reinforcement is a powerful tool for modifying behavior. By identifying and rewarding performance-enhancing behaviors, management increases the likelihood that they will be repeated.
- Our knowledge about learning further suggests that reinforcement is a more effective tool than punishment. Although punishment eliminates undesired behavior more quickly than negative reinforcement does, but punished behavior tends to be only temporarily suppressed rather than permanently changed.

- Punishment may produce unpleasant side effects such as lower morale and higher absenteeism or turnover. In addition, the recipients of punishment tend to become resentful of the punisher. Managers, therefore, are advised to use reinforcement rather than punishment

Stress and Individual Behavior

- Stress
 - An individual's response to a strong stimulus (a stressor.)
- Type A vs. Type B Individuals
 - Type A individuals are extremely competitive, are very devoted to work, and have a strong sense of time urgency.
 - Type B individuals are less competitive, are less devoted to work, and have a weaker sense of time urgency.