**OB NOTES**

**ATTRIBUTION**

Attribution refers to how people in situations like the workplace construct explanations of other people's behaviour. People are not exactly rocket scientists: these explanations can be highly simplified and strongly biased. What is interesting and helpful is that people's biases tend to be systematic and predictable.

Attribution is what happens when a person takes the information they perceived and determines a reason as to what happened. What you attribute things like success to depends on your own perception and behaviours, which may be wrong due to being unrealistic or having the incorrect information for the situation. Things like bias and misconceptions can cloud that reasoning, which can interfere with a person's proficiency in the workplace and may contribute to issues with diversity.

Attribution is an important concept for understanding perception, as it is related to judging the causes of others’ behavior.

An inaccurate attribution may lead to inaccurate perception. Our perceptions of what is happening in the environment depend very much on the attributions we make.

**Theory of attribution;**

Kelly’s Theory of Attribution explains people’s behaviour comes from internal and external causes which are focused on

* **Distinctiveness;** It is the extent to which one behaves like the others
* **Consensus;** It is the extent to which people behave in the same way as people judge.
* **Consistency;** It is the tendency to respond the same way over time.

**Types of Attribution**

**Dispositional attribution;** ascribes a person’s behaviour to internal factors such as personality, traits, motivation or ability. In general, people use these attributions to explain their successes or others’ failures.

**Situational attributions;** ascribes a person’s behaviour to external factors such as equipment, social influence from others. In general, people use these attributions to explain their failures or others’ success.

The locus of control attribution, perception of outcomes of one’s actions as controlled internally or externally.

• Employees with internal locus of control feel they personally influence outcomes through their own ability and efforts: better performance and satisfaction.

• Employees with external locus of control feel outcomes are beyond their control and influenced by external forces.

**Top of Form**

**Bottom of Form**

**EMOTIONS**

Emotions are intense feelings that are directed at someone or something. Emotion is associated with mood, temperament, personality, disposition, and motivation

**Six universal emotions:**

* Anger
* Fear
* Sadness
* Happiness
* Disgust
* Surprise

**GENDER AND EMOTIONS**

**WOMEN:**

* They can show greater emotional expression.
* Experience emotions more intensely.
* Display emotions more frequently.
* They are more comfortable in expressing emotions.
* They are better at reading others’ emotions.

**MEN:**

* Believe that displaying emotions is inconsistent with the male image.
* Are innately less able to read and to identify with others’ emotions.
* Have less need to seek social approval by showing positive emotions.

**EMOTIONAL INTELLIGENCE**

Emotional intelligence refers to an assortment of non cognitive skills, capabilities, and competencies that influence a person’s ability to succeed in coping with environmental demands and pressures.

**It’s composed of five dimensions:**

**Self-awareness:** The ability to be aware of what you are feeling

**Self-management:** The ability to manage one’s own emotions and impulses

**Self-motivation:** The ability to persist in the face of setbacks and failures

**Empathy:** The ability to sense how others are feeling

**Social skills:** The ability to handle the emotions of others

**OB APPLICATION OF EMOTIONS AND MOODS**

**Selection**

It should be a hiring factor, especially for social jobs.

**Decision Making**

Positive emotions can lead to better decisions.

**Creativity**

Positive mood increases flexibility, openness, and creativity.

**Motivation**

Positive mood affects expectations of success, feedback amplifies this effect.

**Leadership**

Emotions are important to acceptance of messages from organizational leaders.

**EMOTION RELATED ISSUES WITHIN ORGANISATIONS**

* Emotions in the work place result in a series of problems that managers find themselves faced with in their workplace.
* Personal issues: Employees react to one another because of personal traits that they either like or dislike in their peers and this can cause some serious problems in the smooth execution of work.
* Workplace outrageous behaviour: Bullying or ganging up in office environments are as real as in other environments.
* Management must be aware that there are peer pressures and groups that form based on interests and other circumstances.
* Employee Orientation: New employees can face a stiff battle to be accepted by existing employees and this can lead to complications since the new recruit has been taken on to execute a specific role within the business and the longer the candidate takes to be accepted, the greater the losses felt by the company and the more the inefficiency.
* Gender harassment: particularly towards women is a common occurrence in the workplace and regulations govern any such harassment very harshly. However, a lot of cases don't get reported simply because the subjected women are unaware of what defines harassment.
* Stress: Stress is one of the more discussed affects that influence the emotional wellbeing of individuals in every sphere of their lives.