

OBIP Questions

Q. What is organizational behavior?

Organizational Behavior (OB) can be defined as the understanding, prediction and management of human behavior both individually or in a group that occur within an organization.

Internal and external perspectives are the two theories of how organizational behavior can be viewed from an organization's point of view.

Studying organizational behavior helps in recognizing the patterns of human behavior and in turn throws light on how these patterns profoundly influence the performance of an organization.

While working in an organization, it is very important to understand others behavior as well as make others understand ours. In order to maintain a healthy working environment, we need to adapt to the environment and understand the goals we need to achieve. This can be done easily if we understand the importance of OB.

Following points bring out the importance of OB –

- It helps in explaining the interpersonal relationships employees share with each other as well as with their higher and lower subordinates.
- The prediction of individual behavior can be explained.
- It balances the cordial relationship in an enterprise by maintaining effective communication.
- It assists in marketing.
- It helps managers to encourage their sub-ordinates.
- Any change within the organization can be made easier.
- It helps in predicting human behavior & their application to achieve organizational goals.
- It helps in making the organization more effective.

Q1. How are theories of motivation relevant for managers/ managerial practices?

Managers and managerial practices are concerned with one main objective, i.e. to motivate employees within an organization to perform work better, faster, and with less effort. Thus, proper understanding of theories of motivation and their application have a great role to play in the type of manager they become and the degree of their success.

Low motivation has always been a major concern for managers, as it leads to low engagement, poor performance, and, eventually, high turnover among employees. And moreover, motivation directly correlates with happiness and job satisfaction.

Motivation theories are tools managers can use to increase production, profits, employee retention rates and employee satisfaction levels.

As a manager, you may aim to increase employee motivation in order to help your company achieve its business goals. Motivation theories can help management teams determine the best way to achieve a business goal or work toward an outcome. Successfully applying motivation theories can also help managers support their employees more efficiently. This can help businesses enhance their productivity, which can increase their overall profits.

Theoretical concepts of motivation provide different explanations of how it works. The common point is, motivation is something that can be influenced and managed. Most theories of motivation are widely used in management for improving individuals' and teams' work results. Using motivation theories can include offering incentives, addressing needs or providing rewards to motivate your team to meet a specific goal.

Q2. What is Perception?

Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

Perceptual Process

Perceptual processes are the different stages of perception we go through. The different stages are –

Receiving

Receiving is the first and most important stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs.

Selecting

Selecting is the second stage in the process. Here a person doesn't receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.

- External factors – The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity, and novelty.
- Internal factors – The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance, and interest.

Organizing

Keeping things in order or say in a synchronized way is organizing. In order to make sense of the data received, it is important to organize them.

We can organize the data by –

- Grouping them on the basis of their similarity, proximity, closure, continuity.
- Establishing a figure ground is the basic process in perception. Here by figure we mean what is kept as main focus and by ground we mean background stimuli, which are not given attention.
- Perceptual constancy that is the tendency to stabilize perception so that contextual changes don't affect them.

Interpreting

Finally, we have the process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. It includes stereotyping, halo effect etc.

Importance of Perception in OB

We need to understand what the role of perception in an organization is. It is very important in establishing different role of perceptions like –

- Understanding the tasks to be performed.
- Understanding associated importance of tasks allotted.
- Understanding preferred behavior to complete respective tasks.
- Clarifying role perceptions.

For example, every member in a group has to be clear regarding the role allotted to them. Programmer writes the code, tester checks it, etc

Q3. What is motivation?

Motivation can be described as the internal force that impacts the direction, intensity, and endurance of a person's voluntary choice of behavior. It consists of –

- Direction – focused by goals.
- Intensity – bulk of effort allocated.
- Persistence – amount of time taken for the effort to be exerted.

Example – A team leader encourages team members to work efficiently.

Features of Motivation

Motivation is an internal feeling, that is, it defines the psychological state of a person. It is a continuous process and we should make sure that it is not disturbed. A person should be encouraged completely.

Motivation consists of three interacting and dependent elements –

- Needs – The requirements or deficiency which is created whenever there is physiological imbalance.
- Drives – The various camps or events organized to motivate the employees and give them new opportunities.
- Incentives – Employees need to be rewarded for their nice work in order to keep them encouraged.

Importance of Motivation

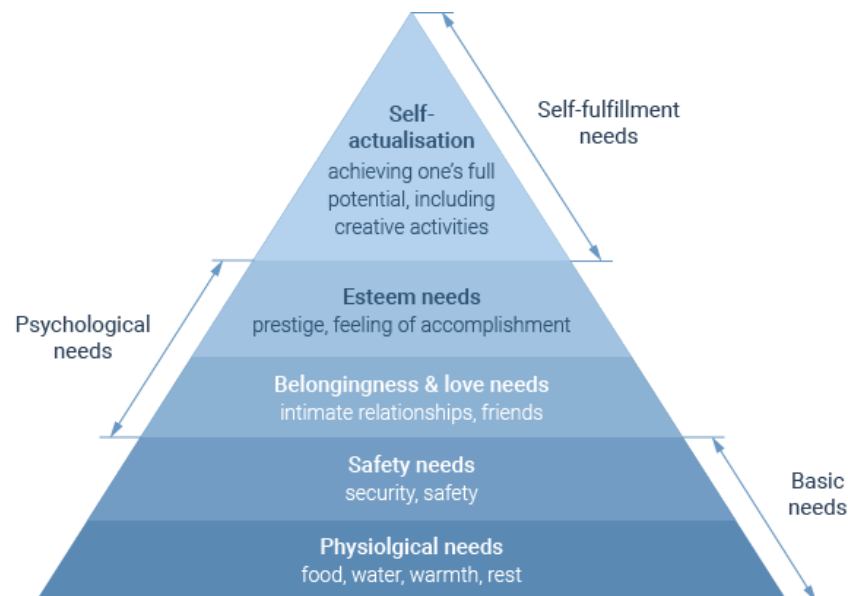
We need to motivate employees because of the following reasons –

- Motivated employee are more quality oriented.
- Highly motivated employees are more productive as compared to other employees.
- It helps in achieving three behavior dimension of human resource namely
 - Candidates must be attracted not only to join but also remain in the firm.
 - Employees must perform task in a dependable manner.
 - Employees should be creative, spontaneous and innovative at work.

Q4. Maslow's TOM?

Maslow's hierarchy is a psychological theory that outlines the types of needs a person must meet in order to progress to more complex needs. The hierarchy of needs includes five levels, including:

- **Physiological:** To meet physiological needs, or basic survival needs, you can ensure you have adequate water, shelter, clothing, and food. In a work setting, an employee's salary may allow them to fulfill their physiological needs.
- **Safety:** This level refers to the need to feel protected. In the workplace, this need may align with employees feeling safe in the workplace and feeling a sense of job security.
- **Socialization:** To meet socialization needs, employees may strive for their coworkers to accept them, and seek to make friendships at work or in job groups to feel a sense of belonging. A workplace may fulfill this need by creating opportunities for employees to bond by hosting employee lunches and team-building activities.
- **Esteem:** Employees often reach this level by receiving recognition, which can help them feel confident in their work and increase their self-esteem. Recognizing their achievements and providing positive feedback are two methods you can use to help build an employee's self-esteem.
- **Self-actualization:** To reach this level, employees may seek to achieve complex, long-term or personal goals. Self-actualized employees may also feel motivated to complete workplace goals effectively.



Q5. What is the “valence of outcome”?

Valence is the value an individual places on the rewards of an outcome, which is based on their needs, goals, values and sources of motivation.^[6] Influential factors include one's values, needs, goals, preferences and sources that strengthen their motivation for a particular outcome.

Valence is characterized by the extent to which a person values a given outcome or reward. This is not an actual level of satisfaction rather the expected satisfaction of a particular outcome.^[7]

The valence refers to the value the individual personally places on the rewards. $-1 \rightarrow 0 \rightarrow +1$

-1= avoiding the outcome 0 = indifferent to the outcome +1 = welcomes the outcome

In order for the valence to be positive, the person must prefer attaining the outcome to not attaining it.

Valence is one behavioral alternative, where the decision is measured on the value of the reward. The model below shows the direction of motivation, when behavior is energized:

Motivational Force (MF) = Expectancy x Instrumentality x Valence

When deciding among behavioral options, individuals select the option with the greatest amount of motivational force (MF).

Expectancy and **instrumentality** are attitudes (cognitions), whereas valence is rooted in an individual's **value system**.

Examples of valued outcomes in the workplace include, pay increases and bonuses, promotions, time off, new assignments, recognition, etc. If management can effectively determine what their employee values, this will allow the manager to motivate employees in order to get the highest result and effectiveness out of the workplace.^[8]

Q6. What is Personality?

Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in their social setting. Every individual has a unique, personal and major determinant of his behavior that defines his/her personality.

Personality trait is basically influenced by two major features –

- Inherited characteristics
- Learned characteristics

Inherited Characteristics

The features an individual acquires from their parents or forefathers, in other words the gifted features an individual possesses by birth is considered as inherited characteristics. It consists of the following features –

- Color of a person's eye
- Religion/Race of a person
- Shape of the nose
- Shape of earlobes

Learned Characteristics

Nobody learns everything by birth. First, our school is our home, then our society, followed by educational institutes. The characteristics an individual acquires by observing, practicing, and learning from others and the surroundings is known as learned characteristics.

Learned characteristics includes the following features –

- Perception – Result of different senses like feeling, hearing etc.
- Values – Influences perception of a situation, decision making process.
- Personality – Patterns of thinking, feeling, understanding and behaving.
- Attitude – Positive or negative attitude like expressing one's thought.

Traits of Personality

Personality traits are the enduring features that define an individual's behavior. A personality trait is a unique feature in an individual. Psychologists resolved that there are five major personality traits and every individual can be categorized into at least one of them. These five personality traits are –

- Extrovert
- Neurotic
- Open
- Agreeable
- Conscientious

Major Personality Attributes

Following are the five major personality attributes that influence OB –

Locus of Control

Locus of control is the center of control of an individual's code of conduct. People can be grouped into two categories i.e., internals and externals respectively.

People who consider themselves as the masters of their own fates are known as internals, while, those who affirm that their lives are controlled by outside forces known as externals.

Before making any decision, internals actively search for information, they are achievement-driven, and want to command their environment. Thus, the internals do well on jobs that crave complex information processing, taking initiative and independent action.

Externals, on the other hand, are more compliant, more willing to follow instructions, so, they do well in structured, routine jobs.

Machiavellianism

Machiavellianism is being practical, emotionally distant, and believing that ends justify means.

Machiavellians are always wanting to win and are great persuaders. Here are the significant features of a high-mach individuals –

- High-Machs prefer precise interactions rather than beating about the bush.
- High-Machs tend to improvise; they do not necessarily abide by rules and regulations all the time.
- High-Machs get distracted by emotional details that are irrelevant to the outcome of a project.

Self-esteem

It is the extent up to which people either like or dislike themselves. Self-Esteem is directly related to the expectations of success and on-the-job satisfaction.

Individuals with high self-esteem think that they have what it takes to succeed. So, they take more challenges while selecting a job.

On the other hand, individuals with low self-esteem are more susceptible to external distractions. So, they are more likely to seek the approval of others and to adapt the beliefs and behaviors of those they respect.

Self-monitoring

Self-monitoring is the capability of regulating one's behavior according to social situations. Individuals with high self-monitoring skill easily adjust their behavior

according to external, situational factors. Their impulsive talents allow them to present public personae which are completely different from their private personalities.

However, people with low self-monitoring skills cannot cover themselves. Regardless of any situation, they are always themselves. They have an attitude of, “what you see is what you get.”

Risk taking

Generally, managers are reluctant on taking risks. However, individual risk-taking inclination affects the bulk of information required by the managers and how long it takes them to make decisions.

Thus, it is very important to recognize these differences and align risk-taking propensity with precise job demands that can make sense.

Q7. What are the 5 factors of personality?

The big five personality model identifies five types of personalities and every individual falls into at least one of these types.



Openness to Experience

Openness flashes the level of intellectual curiosity, creativity and a preference for novelty and variety within a person. It can also be elaborated as the scope to which an individual is imaginative or independent, and portrays a personal preference for a variety of activities over a scheduled routine.

Some debate may occur regarding how to interpret the openness factor, which is also known as "intellect" rather than openness to experience.

It includes inventiveness or curiousness in contrast to consistency or cautiousness. Appreciation for positive arts, emotions, inventions, adventure, unusual ideas, curiosity, and variety of experience is invited.

It is basically the extent to which an individual is original, has immense interests, and willingly takes risk.

Conscientiousness

It is the tendency of being standardized, steady, self-disciplined, acting dutifully, focusing on achieving goals, and prioritizing planned instead of spontaneous behavior. It contrasts efficient or organized behavior with easy-going or careless behavior.

It is the level to which a person is careful, cautious, and honest.

Extraversion

Positive energy, positive emotions, confidence, sociability and the tendency to explore stimulation in the organization with others, and talkativeness is extraversion. It contradicts outgoing or energetic behavior with solitary or reserved behavior.

Experiencing positive emotional states and feeling good about oneself and the world around one is extraversion.

Agreeableness

Agreeableness is the tendency of being compassionate and cooperative instead of suspicious and antagonistic towards each other. It is a method of measuring one's trusting and helpful nature, and whether a person has a bad temper or not.

It distinguishes friendliness or compassionate with analytical or detached nature. In simple words, it is the tendency to get along well with others.

Emotional Stability

It contradicts a sensitive or nervous nature with a secure or confident one. Being biased towards experiencing unpleasant emotions easily, like anger, anxiety, depression, negativity and vulnerability. Neuroticism credits the degree of emotional stability and impulse control, and is frequently known by its low pole, emotional stability.

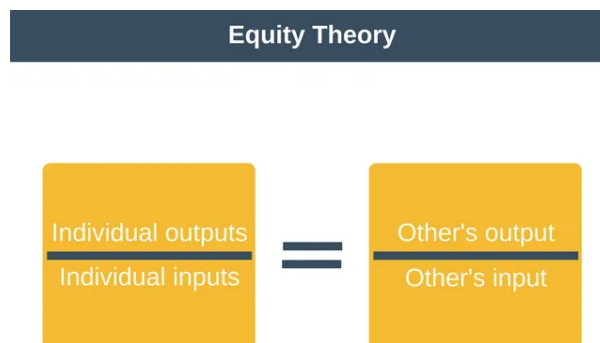
The tendency to sense negative emotional states and see oneself and the world around one negatively.

Q8. Equity theory of motivation

Adam's Equity Theory, also known as the Equity Theory of Motivation, was developed in 1963 by John Stacey Adams, a workplace behavioral psychologist.

Equity Theory is based on the idea that individuals are motivated by fairness. In simple terms, equity theory states that if an individual identifies an inequity between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes. As an example of equity theory, if an employee learns that a peer doing exactly the same job as them is earning more money, then they may choose to do less work, thus creating fairness in their eyes.

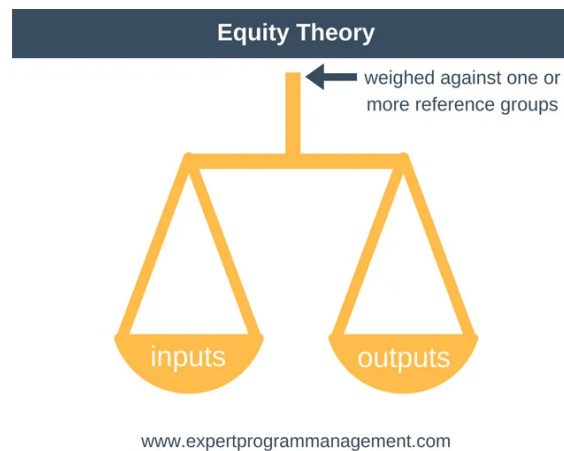
Equity Theory tells us that the higher an individual's perception of equity (fairness), then the more motivated they will be. Conversely, an individual will be demotivated if they perceive unfairness.



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Essentially, what we are saying is that individuals will always adjust their inputs so that the equation is always in balance. So, if an individual believes their outputs are lower than their inputs relative to others around them they will become demotivated. Likewise, an individual may need to increase their inputs if their outputs are greater than those doing exactly the same job.

Essentially, an individual within an organization will always try to keep fairness (equity) in balance:



For Adam's Equity Theory of Motivation, there are four referent groups people compare themselves with:

Self-inside: the individual's experience within their current organization.

Self-outside: the individual's experience with other organizations.

Others-inside: others within the individual's current organization.

Others-outside: others outside of the individual organization.

Q9. What are behavioral characteristics?

Perception

Needs

Personality

Motivation

Extroversion/Introversion

Attitude

Aptitude

Intelligence