Unit 3: Organisation and Behaviour

Lesson 3

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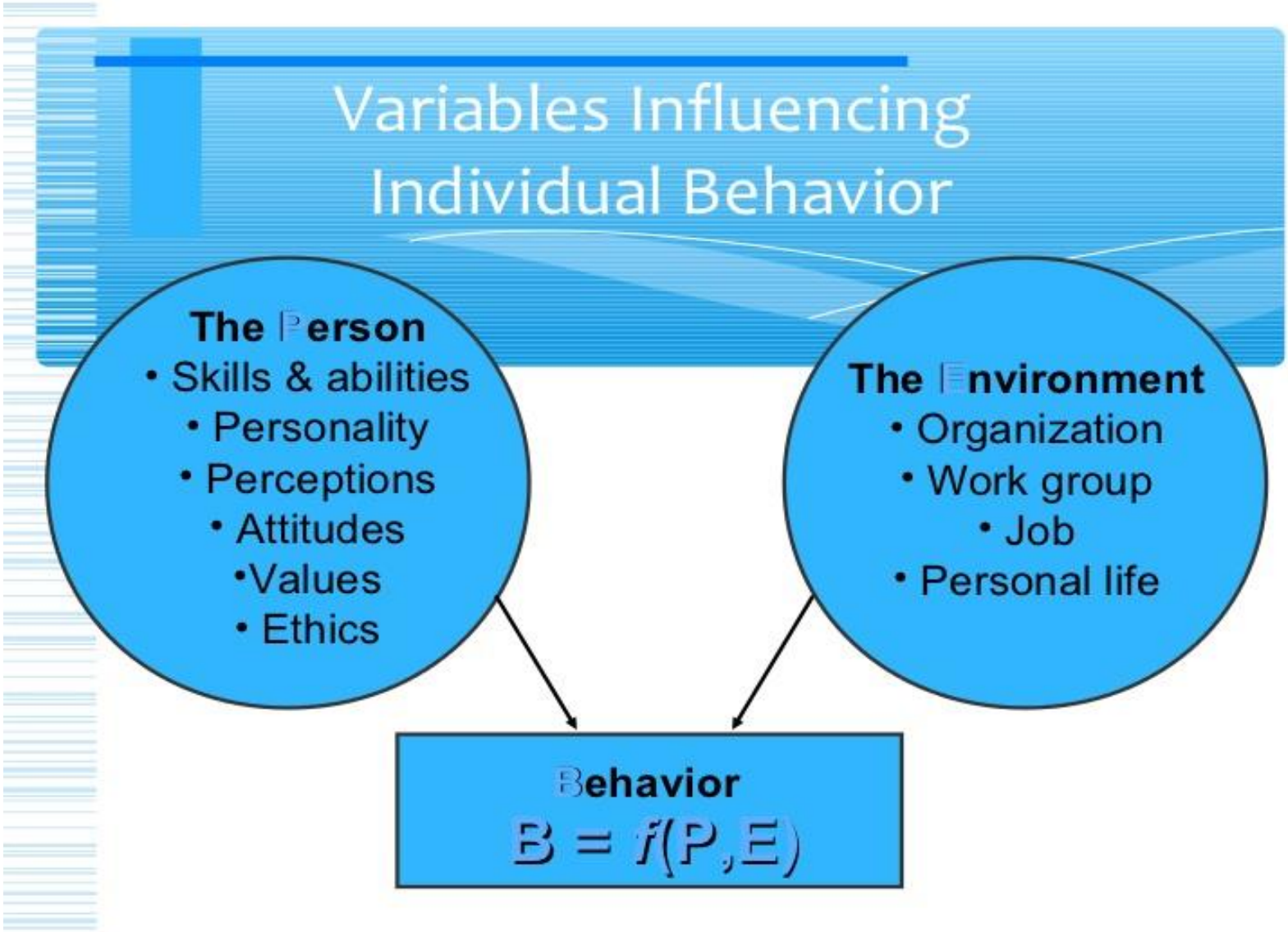
Learning Outcome 1

- Learning Objectives:
- Ac.1 LO1 Understand the relationship between organisational structure and culture:
  - Ac. 1.1: compare and contrast different organisational structures and culture
  - Ac. 1.2 explain how the relationship between an organisation's structure and culture can impact on the performance of the business
  - Ac. 1.3 discuss the factors which influence individual behaviour at work

In This Session

- Ac. 1.3 discuss the factors which influence individual behaviour at work:
  - Perception: definition; perceptual selection; perception and work behaviour; attitude; ability and aptitude; intelligence
  - Significance and nature of individual differences: self and self-image; personality and work behaviour; conflict
  - Individual behaviour at work: personality, traits and types; its relevance in understanding self and others
- Assessment Criteria
- Review Questions
- References



Source: http://www.slideshare.net/themindshiftjoy/personality-perception-and-attitudes

Perceptions

- Our understanding of the world, patterns of behaviour, modes of thought and state of awareness are all governed by our perception (Butters, 2016).

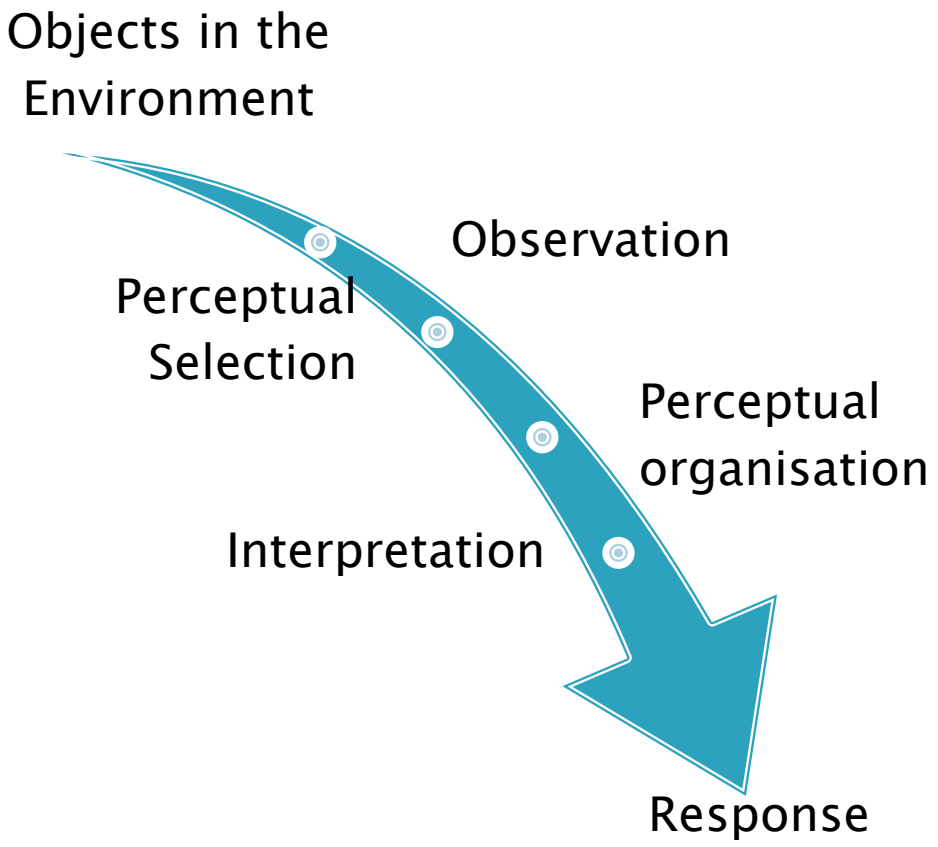
- It is questionable if an individual can ever perceive completely the nature of true, objective reality. We are subjective beings and so is our perceptive capacity. The three key stages in the perception process are selection, organization and interpretation. Without first making a selection, there would be nothing to perceive.

- Perception may be defined as the process by which an individual selects, organizes and interprets stimili into a meaningful and coherent picture of the environment in which s/he lives (Mahajan, 2016)

Perceptions

- Our understanding of the world, patterns of behaviour, modes of thought and state of awareness are all governed by our perception (Butters, 2016).
- Reality is a subjective interpretation of events, people, the environment and an individual's position within it. An event in itself is objective, but those who experience it may have radically different viewpoints on what transpired. The same applies to objects and symbols.

Perceptual Process



Perception

- The selection, organization, and interpretation of perceptions can differ among different people . Therefore, when people react differently in a situation, part of their behaviour can be explained by examining their perceptual process, and how their perceptions are leading to their responses.

Selection

- Perception begins with selection. Mind and body combine to control what stimuli are selected. The process is controlled by internal and external factors.
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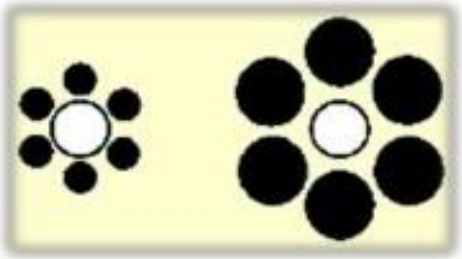
- Research proves that the first stimulus is the strangeness of a person or event. Repeat exposure to a person, situation or object will also establish its selection for perception. The degree of intensity in an individual or event dictates the appeal for selection.
- Perception can be engaged by a positive or negative trait in another person. Perception of a person often concentrates on an isolated and exaggerated aspect selected by the viewer in an attempt to stereotype the perceived.

What do you see in this picture?



Which white circle is larger?

How would you describe these potato chips?

Perceptual Selectivity

Though people are exposed to several stimuli , they tend to select only a few at a given point of time, this is perceptual selectivity. Selectivity in Perception which stimuli get selected depends on two major factors :-

1) Consumers previous experience as it affects their expectations.
2) Their motives at that time for one's needs, desire & interest etc.

Factors Influencing Perceptual Selectivity

External Attention Factors

- Intensity
- Size
- Contrast
- Repetition
- Motion
- Novelty and
- familiarity

Internal Set Factors

- Learning
- Expectations
- Motivation
- Personality

Attitude

- Our behaviour at work often depends on how we feel about being there. Therefore, making sense of how people behave depends on understanding their work attitudes. An *attitude* refers to our opinions, beliefs, and feelings about aspects of our environment (Bauer and Erdogan, 2009).

- We have attitudes toward the food we eat, people we interact with, courses we take, and various other things. At work, two particular job attitudes have the greatest potential to influence how we behave. These are job satisfaction and organizational commitment.

Attitude-behaviour linkage?

- According to Bauer and Erdogan (2009) first of all, it depends on the attitude in question. Your attitudes toward your colleagues may influence whether you actually help them on a project, but they may not be a good predictor of whether you will quit your job. Second, it is worth noting that attitudes are more strongly related to intentions to behave in a certain way, rather than actual behaviours.

- When you are dissatisfied with your job, you may have the intention to leave. Whether you will actually leave is a different story! Your leaving will depend on many factors, such as availability of alternative jobs in the market, your employability in a different company, and sacrifices you have to make while changing jobs. In other words, while attitudes give us hints about how a person might behave, it is important to remember that behaviour is also strongly influenced by situational constraints.

Ability and Attitude

- Ability?
  - Ability includes the cognitive, motor and affective skills that are needed to solve problems and perform tasks that constitute “learning” and performance. It includes the capacity to utilize existing knowledge in new and creative ways. Ability, includes self regulatory skills such as concentration, memory, and abstract reasoning as well as traditional verbal and visual symbolic processing. Several theories suggest the existence of “multiple intelligences” and/or multiple “learning styles” that include such abilities as leadership, social perceptiveness, athletic ability, mechanical ability and others. Sometimes ability is informally referred to as “talent.” Students will usually display a range of capacities across a variety of areas, having strengths and preferences that can be used for motivation and instruction.

- Attitude?
  - Attitude involves a wide range of supporting emotional, and behavioral attributes that support the use of ability and the desire for achievement. Attitude includes such things as concern for acceptance, motivation, punctuality, reaction to supervision, honesty, responsibility, etc. It is frequently considered under the general areas of “personality,” “maturity,” “work ethic” and most recently “soft skills.” It can reflect either short term situational perspectives or more long term personality traits. It shares some of the “self-regulatory” elements that also represent ability. Where attitude represents what the individual “can do,” Attitude deals more with what the individual “wants to do” or “chooses to do.”

Ability and Attitude

- Is there any conflict between attitude and ability ? Probably Not.. Ability enables a person to perform a task while attitude determines how well the person performs that task. Probably Yes.. Here the question is who will win, the person with great attitude and poor ability or the person with poor attitude and great ability?

Aptitude

- Visagie provides the following definitions:
  1. Capability; ability; innate or acquired capacity for something; talent: *She has a special aptitude for mathematics.*
  2. Readiness or quickness in learning; intelligence: *He was placed in honors classes because of their general aptitude.*
  3. The state or quality of being apt; special fitness.

- As you are exposed to wider choices, you get to know your preferences, traits and aptitudes better. This is true for every person who wishes to experience a wider range of choices.

- All that is required is facilitated exploration and discovery of each one's unique combination of traits, preferences, aptitudes, talents and growing competencies. This process of exploration, discovery, choice of competencies and choice of work repeats itself throughout our lives. We need to be able to repeat the processes easily with no (or little) financial cost.

Ability

- **One grows or develops chosen abilities that match your aptitudes, by practicing or doing tasks.** Typically, someone learns faster by observing and mimicking commercially successful people in the industry of their choice.

Intelligence

- The process and content of “knowing”, including thinking, remembering, and communicating (Neill, 2009). Other definitions cited in Niell, 2009:
- Abstracting thinking ability (Terman, 1921)
- Capacity for knowledge and knowledge possessed (Henmon, 1921)
- Capacity to lean from experience (Dearborn, 1921)
- The capacity to acquire capacity (Woodrow, 1921)
- Ability to adapt to the environment (Colvin cited in Sternberg, 1982)

Emotional Intelligence

- Daniel Goleman cited in (Deleon, 2015) identify five emotional intelligence that will allow candidate to thrive in the workplace:
  I. **Self-awareness**: If a person has a healthy sense of self-awareness, he understands his own strengths and weaknesses, as well as how his actions affect others. A person who is self-aware is usually better able to handle and learn from constructive criticism than one who is not.
  II. **Self-regulation**: A person with a high EQ can maturely reveal her emotions and exercise restraint when needed. Instead of squelching her feelings, she expresses them with restraint and control.

Emotional Intelligence con't

3. **Motivation:** Emotionally intelligent people are self-motivated. They're not motivated simply by money or a title. They are usually resilient and optimistic when they encounter disappointment and driven by an inner ambition.

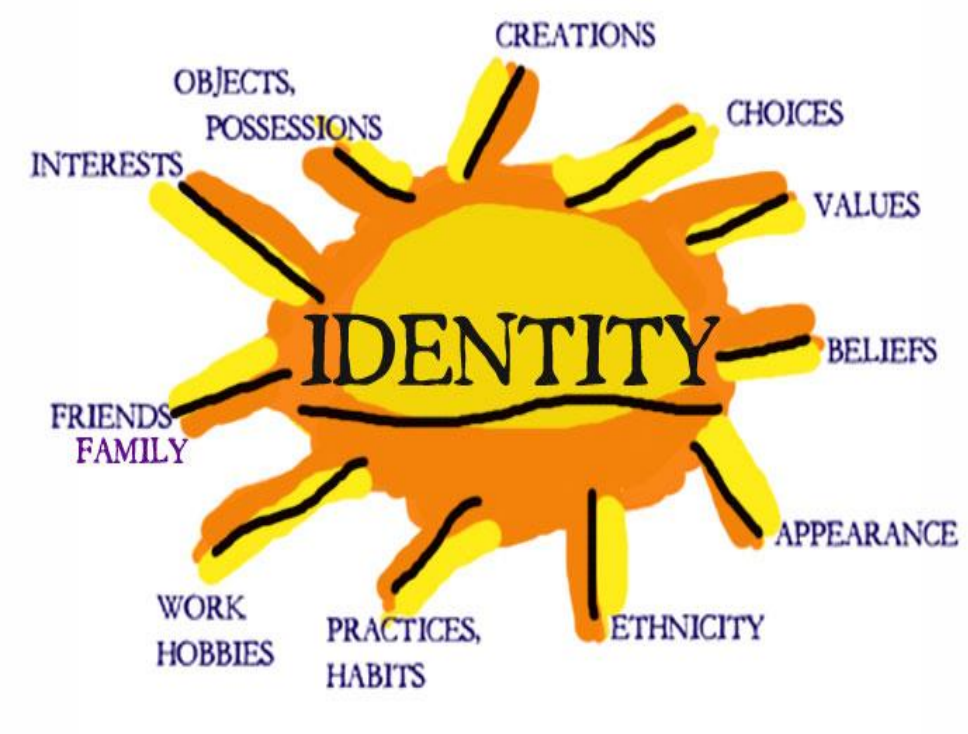
4. **Empathy:** A person who has empathy has compassion and an understanding of human nature that allows him to connect with other people on an emotional level. The ability to empathize allows a person to provide great service and respond genuinely to others' concerns.

5. **People skills:** People who are emotionally intelligent are able to build rapport and trust quickly with others on their teams. They avoid power struggles and backstabbing. They usually enjoy other people and have the respect of others around them.

Significance and Nature of individual differences

Components of Identity

- Career
- Political views
- Religious beliefs
- Relationships
- Ethnic identity
- Personality
- Body image



Self and Self-Image

- Your self-image is the way you see yourself in your mind (Robb-Walters, 2014). These are the internal pictures, sounds and feelings of ourselves that we recognise as 'us'. Self-image may be how you see yourself physically, or your opinion of who and what you are (which is normally called self-concept). It is important as it affects your self-esteem and confidence. Self-image is really powerful because your behaviour will almost never swerve away from this internal picture. Your mind behaves consistently with the kind of person that you think you are.

- Many people are not aware of their own self-image until they really look! We are usually preoccupied with the images that bombard us in the media every day and of the people around us, rarely taking time to examine our own.

Self-image

- Self Image Includes:
- What you think you look like
- How you see your personality
- What kind of person you think you are
- What you believe others think of you
- How much you like yourself or think others like you
- The status you feel you have
- How you think you should dress and behave according to your age

- How do you see yourself?
- Everything that happens to you is a reflection of what you believe about yourself. We cannot outperform our level of self-esteem. We cannot draw to ourselves more than we think we are worth." (Iyanla Vanzant cited by Robb-Walters, 2014)

Personality

- Some experts have shown that job satisfaction is not purely environmental and is partially due to our personality. Some people have a disposition to be happy in life and at work regardless of environmental factors (Bauer and Erdogan, 2009).

- It seems that people who have a positive affective disposition (those who have a tendency to experience positive moods more often than negative moods) tend to be more satisfied with their jobs and more committed to their companies, while those who have a negative disposition tend to be less satisfied and less committed. This is not surprising, as people who are determined to see the glass as half full will notice the good things in their work environment, while those with the opposite character will find more things to complain about.

Personality cont

- This is not surprising, as people who are determined to see the glass as half full will notice the good things in their work environment, while those with the opposite character will find more things to complain about. In addition to our affective disposition, people who have a neurotic personality (those who are moody, temperamental, critical of themselves and others) are less satisfied with their job, while those who are emotionally more stable tend to be more satisfied. Other traits such as conscientiousness, self-esteem, locus of control, and extraversion are also related to positive work attitudes.

- Either these people are more successful in finding jobs and companies that will make them happy and build better relationships at work, which would increase their satisfaction and commitment, or they simply see their environment as more positive—whichever the case, it seems that personality is related to work attitudes.

CONFLICT CASE

- **Situation 1**: Jeff and Maria are co-workers at a company that lets employees set their own hours. Jeff usually saunters into the office about 10 a.m., while Maria is there promptly at 9 a.m. She often has to take care of Jeff's customers due to his lateness. He rationalizes that all is OK because he stays until 6 p.m. to "make up his time." However, his clients usually stop calling at 5 p.m. Maria is angry with Jeff and becomes irritable and frustrated with him. She takes it out on him in daily interactions and sometimes even in staff meetings. Clearly, their conflict is an issue.

- Class Discussion

Conflict

- In both of these situations, conflict results in a waste of time, energy and productivity. Are business situations like these rare? Or is this kind of conflict exclusive to large companies?

- Hardly. Conflict is all around us, and it occurs in every office to varying degrees and with almost every employee.

- So what is conflict?
  - Javitch (2010) If you ask the average person, the responses could range from a negative situation to an extreme dislike for another person. At the same time, others could define it as anger, distrust, antagonism or simply something they dislike. These are all negative views, and I find them too narrow.

  - Stephen Robbins cited by Robb-Walters (2014) defines conflict as, "A process that begins when one party perceives that another party has negatively affected or is about to negatively affect something the first party cares about."

Conflict Con't

- People often respond to conflict in at least three ways (Robb-Walter, 2014):
  - They shy away from situations that even hint of conflict. They are reluctant to get involved in conversations that may be challenging, heated or potentially negative.
  - They try to overcome their fear or reluctance by overcompensating. They react in a way that is often too loud, offensive or demeaning.
  - They realize that not all conflict situations are negative, and they enter into the communication with an open mind, eager for an interaction

Individual Behaviour at Work

Personality

The Goal of the Attitudes Study

- **Personality** can be defined as a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognition, motivations, and behaviors in various situations (Ryckman, 2004).
- The word "personality" originates from the greek *persona*, which means mask. Significantly, in the theatre of the ancient Latin-speaking world, the mask was not used as a plot device to *disguise* the identity of a character, but rather was a convention employed to represent or *typify* that character.

Traits

- A trait is a characteristic pattern of behaviour or conscious motive which can be self-assessed or assessed by peers. The term type is used to identify a certain collection of traits that make up a broad, general personality classification

Traits con't

- Gordon Allport proposed that an individual's conscious motives and traits better describe personality than does that person's unconscious motivation. He identified three types of traits:
  - Cardinal traits, such as a tendency to seek out the truth, govern the direction of one's life.
  - Central traits operate in daily interactions, as illustrated by a tendency to always try to control a situation.
  - Secondary traits, such as a tendency to discriminate against older people, involve response to a specific situation.

Trait theory of Personality

- According to Heffner ( )Practically all personality theorists are concerned with traits. After all, traits are what make us who we are; they are the relatively permanent aspects of each of us evidenced by the consistency in our interactions. Knowing this, what makes the trait approach to understanding personality different from the other theories?
  i. while most theories represent attempts at better understanding the development of personality, trait theorists typically talk very little about development.
  ii. predicting a person's behaviour in a given situation is also not a concern for trait theorists.
  iii. unlike many other theoretical orientations, trait theorists are interested in the comparison of people through based on not just aspects, but also degrees.
  iv. trait theory does not inherently provide a medium of personality change.

Murray's Psychogenic Needs

1. Psychogenic Need
2. Description of Need
3. Abasement
4. To surrender and accept punishment
5. Achievement
6. To overcome obstacles and succeed
7. Acquisition
8. (Conservance)
9. To obtain possessions
10. Affiliation
11. To make associations and friendships
12. Aggression
13. To injure others
14. Autonomy
15. To resist others and stand strong
16. Blame avoidance
17. To avoid blame and obey the rules
18. Construction
19. To build or create
20. Contrariance
21. To be unique
22. Counteraction
23. To defend honor
24. Defendance
25. To justify actions
26. Deference
27. To follow a superior, to serve
28. Dominance
29. (Power)
30. To control and lead others
31. Exhibition
32. To attract attention
33. Exposition
34. To provide information, educate
35. Harmavoidance
36. To avoid pain
37. Infavoidance
38. To avoid failure, shame, or to conceal a weakness
39. Nurturance
40. To protect the helpless
41. Order
42. To arrange, organize, and be precise
43. Play
44. To relieve tension, have fun, or relax

Further Reading

- https://new.edu/resources/work-attitudes--4
- https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-behavior-5/individual-perceptions-and-behavior-41/the-perceptual-process-217-3560/
- Chapter 7: http://allpsych.com/personalitysynopsis/trait/
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