2218 Managing org behavior

Week 1 Intro to OB

Organisational Behaviour (OB)
› A field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations, for the purpose of applying such knowledge towards improving an organisation's effectiveness
› Study of what people do in an org and how their behaviour affects the org's performance
› Study of how people think, feel and react

We all study peoples behaviour
› We observe, sense, listen, ask and read
› We learn from the experiences of others
› We make generalizations to predict and explain the behaviour of others
› Organisational behaviour is attempts to replace 'intuition' with a systematic study that looks at cause and effect relationships

Multilevel nature of OB

Multilevel Nesting Arrangement
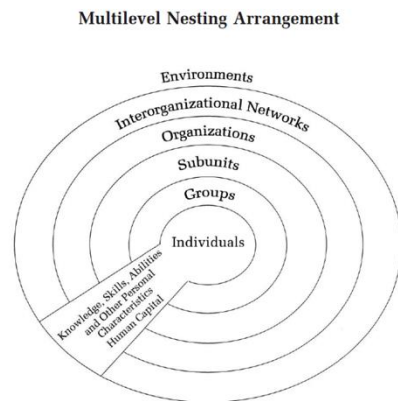
Individual level
› Enter the org with own personality, managers need to work with personality characteristics
› People enter orgs with characteristics that influence their behaviour at work; personal char (age, gender and marital status), personality char, inherent emotional framework, values and attitudes, basic ability levels
- Attitudes, personality, values
- Needs and motivation
- Moods, emotions, abilities (IQ, EQ)

Group level
› The behaviour of people in groups is more than the sum of all individuals acting in their own way
› Conflict and negotiation
› Communication
› Interpersonal effectiveness (e.g. mindfulness, compassion towards others)

Organisational level
› Design of formal org, internal culture, HR policies and practices, change and stress
› Work design
› Organisational culture and change
› Managing diversity

Towards an OB discipline
- *Psychology*: seeks to measure, explain and change the behaviour of humans and other animals
- *Social psychology*: focuses on influence of ppl
- *Sociology*: study of people w/ social env or culture
- *Anthropology*: study of societies to learn about human beings and their activities
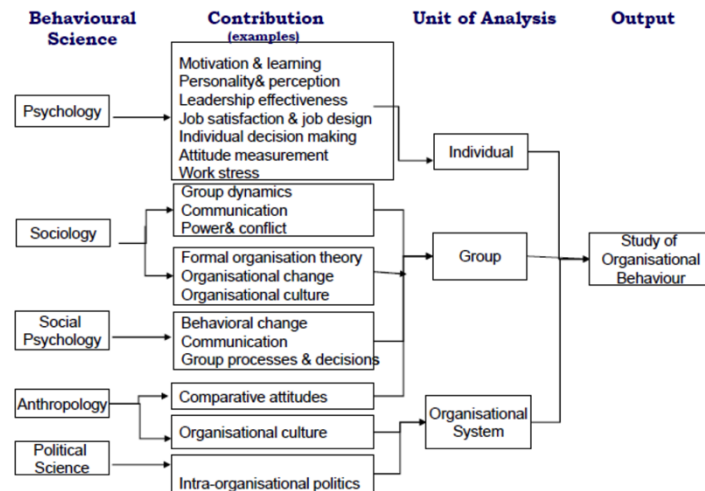
Key recruitment criteria
› Interpersonal and communication skills, drive, commitment and attitude, critical reasoning skills, academic results

Least desirable graduate characteristic
› Poor attitude, lack of drive, motivation, enthusiasm and initiative, lack of interpersonal and communication skills and leadership skills, poor teamwork skills

Developing an OB level
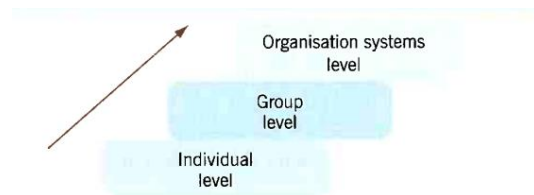
Why Study OB?
› Organisational behavior affects the bottom line
› Organisational behavior is for everyone!

## Conceptions of human behavior:

Psychoanalytical approach (Freud):
› **Id**: Primal desires basic nature
› **Ego**: Reason and self control (rational self, practical self)
› **Superego**: The quest for Perfection (tells what we should do and not; philosophical and spiritual ideals)
› There is literally nth to be said scientifically or therapeutically, to the advantage of the entire Freudian system

Behaviourism: (behaviour is determined by)
› **Stimulus**: factor of the env that triggers response
› **Response**: action caused by stimulus
› **Reward**: (desirable) value of that person

Social Cognitive Theory:
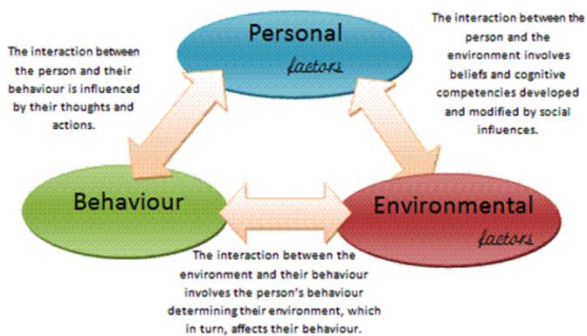
› **Triatic Reciprocal Determinism Model**
› Behaviour is a product of both personal and environmental factors
› The interaction between the person and their behaviour is influenced by their thoughts and actions
› The interaction between the env and their behaviour involves the person's behaviour determining env, which in turn, affects their behaviour
› The interaction between the person and the env involves beliefs and cognitive competencies developed and modified by social influences

What is personality?
› The sum total of ways in which an individual reacts to and interacts with others
› A relatively stable set of characteristics representing internal properties of an individual, which are reflected in behavioural tendencies across a variety of situations. Three basic beliefs:
- Relatively enduring (regularity of actions and thoughts; relatively stable)
- Major determinants of one's behaviour
- Influence one's behaviour across wide variety of situations
- help map put different people

Personality-situation interaction (Mischel & Shoda, 1998)
› Whether personality and situation drives behaviour, it depends on:
1) Strength of a particular trait
2) Whether they are in a strong or weak situation
- eg. you will be sad in a funeral
› OB depends on the context
- eg. A shy person may speak up in his/her favourite class where he/she is well-prepared
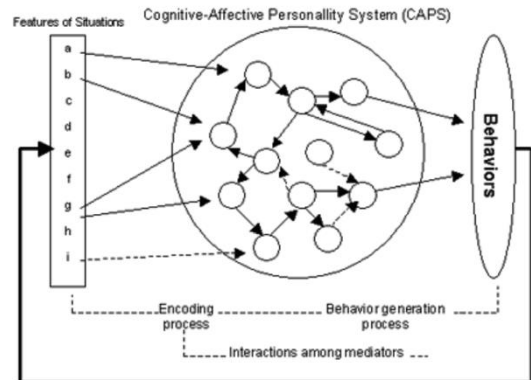
Myers-Briggs Type Indicator (MBTI®):
› A personality test
Extraverted vs introverted:
outgoing, sociable and assertive vs quite and shy
Sensing vs intuitive:
practical and prefer routine and order vs unconscious processes and 'big pic'
Thinking vs feeling:
reason and logic vs personal values and emotions
Judging vs perceiving:
control and be ordered and structured vs flexible and spontaneous

› A valuable tool for increasing self-awareness and providing career guidance
› Mainly use at team development and gives feedback on personality
› Should not be used in recruitment and selection
› It has poor reliability, different results for the same person when do the same test over and over again
› Poor predictability, does not validly predict job performance
› What it does is to find the best person for that job

*The Five Factor Model (FFM) of Personality:
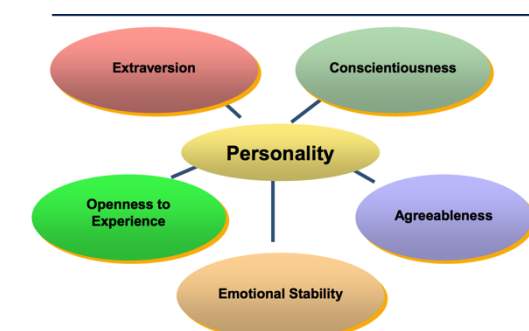
Factors:
Conscientiousness
› A measure of reliability
› Sense of capability; good organization; sense of responsibility; drive to achieve; self-discipline; deliberation

Emotional Stability/Neuroticism:
› Taps a person's ability to withstand stress
› Low anxiety; low irritability; happiness; low selfconsciousness; non-impulsiveness; ability to cope with stressful situations; composure

Extraversion:
› Captures comfort level with relationships
› Warmth; sociability; assertiveness; energy; excitement; optimism

Agreeableness:
› Refers to individual's propensity to defer to others
› Belief that others are well-intentioned; frankness and sincerity; cooperative; willingness to help others; willingness to forgive and forget; modesty; tender-mindedness

Openness to Experience:
› Vivid imagination; appreciation of art and beauty; mood swings; wanting to try out new activities; intellectual curiosity; openness to political, social and religious beliefs

Criticisms of Big 5:
› Descriptive not explanatory (only describe the personality, doesn't say why)
› Factors separate?
› Have we got the right number of factors?
- -6? 7? 18? 3?
- Do kids have 2 additional factors? irritability & activity
› "A psychology of the stranger': based on observation

Other personality raits relevant to OB
Core self-evaluation
Bottom-line conclusions individuals have about their capabilities, competence and worth as a person
Machivellianism
The degree to which an individual is pragmatic, maintains emotional distance and believes that the ends can justify the means
Narcissim
The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration and have a sense of entitlement
Self-monitoring
individual's ability to adjust his/her behaviour to external, situational factors
Risk-taking: willingness to take chances
Type A personality: aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and if necessary against the opposing efforts of other things or people
Proactive personality:
people who identify opportunities, show initiative, take action and preserve until meaningful change occurs

To measure personality traits:

› *Personality traits*: enduring characteristics that describe an individual's behaviour

Self-report techniques (validated paper and pencil, or computerised, tests and inventories)
+ Cheap, not $ for an administrator
– Faking responses, produces socially desirable responses
– Relies on the honesty of the person to give unbiased answers
– Can't elaborate, often MCQs
- Benefits of honesty: help find your best-fitted jobs that gives highest satisfaction
- Ipsative vs normative scales

NORMATIVE	IPSATIVE
Format 1	Format 2
Instruction – Choose one of the options following the Q.	Instruction – Mark your answer on the scale given below the question.
Q- Which of the following describes you best?	Q- Which of the following describes you best?
a) I am outgoing b) I work hard'	○ ○ ○ ○ ○ ○ I am outgoing I work hard

Observational techniques
› Systematic observation of behaviour as a way of assessing personality
› Eg. Interview – finding out who you are, not limited to knowing your talents

Projective techniques
› Assessing one's personality w/o asking; eg. describing a picture - (Thematic Apperception Test)

How does personality affect OB?
› Personality influences occupational interests and career choice
› Personality affects organisational choice
› Personality has been shown to influence career success and satisfaction
› Personality helps to predict job performance
› Personality has been shown to influence numerous other outcomes, eg job satisfaction, learning and training, stress, teamwork, leadership etc

Personality and career choices:
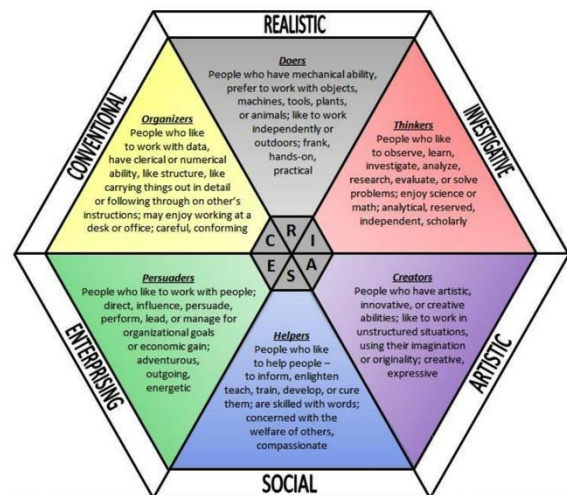
› *Realistic: Doers*
› *Investigate: Thinkers*
› *Artistic: Creators*
› *Social: Helpers*
› *Enterprising: Persuaders*
› *Conventional: Organizers*

Personality and organisational choice:
› *Attraction-Selection-Attrition (ASA) model* (Schneider, 1987)
› A person is attracted to a org whose members are similar to themselves in terms of personality, values, interests and others
› Culture is org's personality
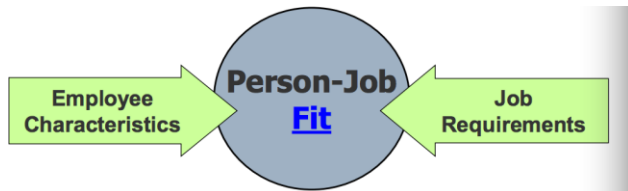
Personality and performance:
› Personality helps to predict job performance
› *Conscientiousness* a valid predictor across performance measures in all occupations studied (r = .27)
› *Emotional stability* also a valid predictor of overall performance (r = .13) but is less consistent relationship across occupations: strongest for teamwork (r=.22), police, skilled jobs.
› *Agreeableness* predicts teamwork (r=.34) and *extraversion* predicts managerial performance (r=.21) & teamwork (r=.16)

Personality and career success:
Personality: conscientiousness, emotional stability, extraversion, openness to experience, agreeableness, other traits
Jobs Held: Job choice, attractiveness to employers
Social Behaviour: Relationship building, consideration
Job Performance: Task performance, citizenship, deviance
Job Features: job rewards, objective characteristics, subjective characteristics
Career success: objective, subjective

Judge & Kammeyer-Mueller, 2007

What are values?
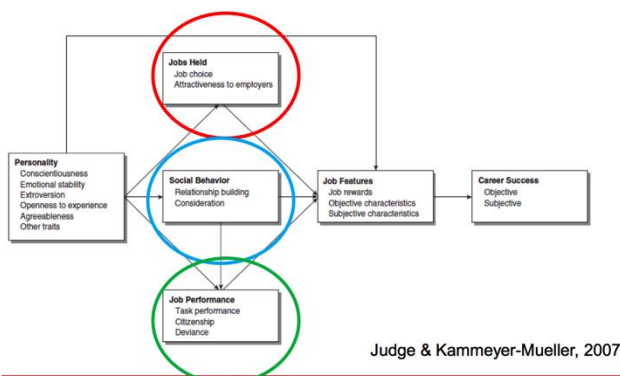
› Values are stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations
› Contain interpretation of right or wrong, good/bad
› Prefer certain behaviours or outcomes over others; Espoused vs enacted
› Values cloud objectivity and rationality, influence attitudes and behaviours
› People have clear congruence between their own values and the org's values

Value Systems:
› Represent a prioritizing of individual values by:
– Content – importance to the individual - Intensity – relative importance with other values
› The hierarchy tends to be relatively stable
› Values are the foundation for attitudes, motivation, and behavior
› Influence perception and cloud objectivity

Rokeach Value Survey:
*Terminal values
- refers to desirable end-states of existence
- Goals that a person would like to achieve during his or her lifetime

*Instrumental values
- refers to preferable modes of behaviour, or means of achieving the terminal values

Examples of Terminal Values:
A comfortable life (a prosperous life)
- An exciting life (stimulating, active life)
- A sense of accomplishment (lasting contribution)
- A world of peace (free of war and conflict)
- A world of beauty (beauty of nature and the arts)
- Equality (brotherhood, equal opportunity for all)
- Family security (taking care of loved ones)
- Freedom (independence, free choice)
- Happiness (contentedness)

Examples of Instrumental Values:
- Ambitious (hard working, aspiring)
- Broad-minded (open-minded)
- Capable (competent, efficient)
- Cheerful (lighthearted, joyful)
- Clean (neat, tidy)
- Courageous (standing up for your beliefs)
- Forgiving (willing to pardon others)
- Helpful (working for the welfare of others)
- Honest (sincere, truthful)