## Individual behaviours in organisations

- **Self-awareness:** Soliciting feedback + using self-assessment
- **Attitude:** A cognitive and affective evaluation – positive or negative – that predisposes a person to act in a certain way
  Cognitive (thoughts), affective (feelings), behaviour
- **Cognitive dissonance:** When two attitudes or behaviours and attitude conflict
- **Organisational commitment:** Loyalty to and heavy involvement in one's organisation
- **Organisational citizenship:** Work behaviour beyond requirement for organisation's success
- **Perception:** Cognitive processes used to make sense of the environment by selecting or organising and interpreting information

- **Perception process:** Observe → screen → organise

EXHIBIT 14.5 The perception process
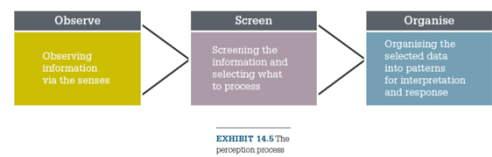
- **Halo effect:** Attributing an overall impression of a person or situation based on one characteristic, favourable or unfavourable
- **Attribution:** Judgements about what caused a person's behaviour
  Characteristic of person (internal) or situation (external)
  - **Fundamental attribution error:** Underestimating the influence of external factors on behaviour, overestimate influence of internal factors
  - **Self-serving bias:** Overestimate influence of internal factors on success, and the contribution of external factors to one's failure
- **Locus of control:** Placing primary responsibility to one's success/failure either internally or externally
- **Myer Briggs Type Inventory (MBTI):** Psychometric test to measure psychological preferences in decision making and world perception
- **Stress:** Psychological and emotional response to stimuli
  Type A and Type B behaviour

Human relations movement: 20th century, more humane way of management
Effective control comes from individuals

- **Hawthorne studies: LIGHTING STUDY MAYO** Western Electric Company to increase light "Elton Mayo"
  - Positive link between humane treatment and productivity
    Light has no effect – the small groups of workers is what promoted productivity

- **Human resources perspective:**
  - Considerate leadership and worker participation, job design and motivation.

- **Abraham Maslow:** Hierarchy of needs,