

ORGANIZATIONAL BEHAVIOUR

UNIT-II: ATTITUDES, EMOTIONS, PERSONALITY AND VALUES

1. ATTITUDES:

Attitudes are evaluative statements-either favorable or unfavorable-about objects, people, or events. They reflect how we feel about something.

2. MAIN COMPONENTS OF ATTITUDE:

The **cognitive component** of an attitude-a description of or belief in the way things are. The opinion or belief segment of an attitude.

It sets the stage for the more critical part of an attitude-its **affective component**. Affect is the emotional or feeling segment of an attitude. Finally, affect can lead to behavioral outcomes. The emotional or feeling segment of an attitude

The **behavioral component** of an attitude- describes an intention to behave in a certain way toward someone or something. An intention to behave in a certain way toward someone or something.

3. ATTITUDE AND BEHAVIOR:

Cognitive dissonance any incompatibility between two or more attitudes or between behavior and attitudes.

Moderating Variables the most powerful moderators of the attitudes relationship are the importance of the attitude, its correspondence to behavior, its accessibility, the presence of social pressures, and whether a person has direct experience with the attitude

Important attitudes reflect our fundamental values, self-interest, or identification with individuals or groups we value. These attitudes tend to show a strong relationship to our behavior.

4. MAJOR JOB ATTITUDES:

Job Satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job

satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.

Job involvement the degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.

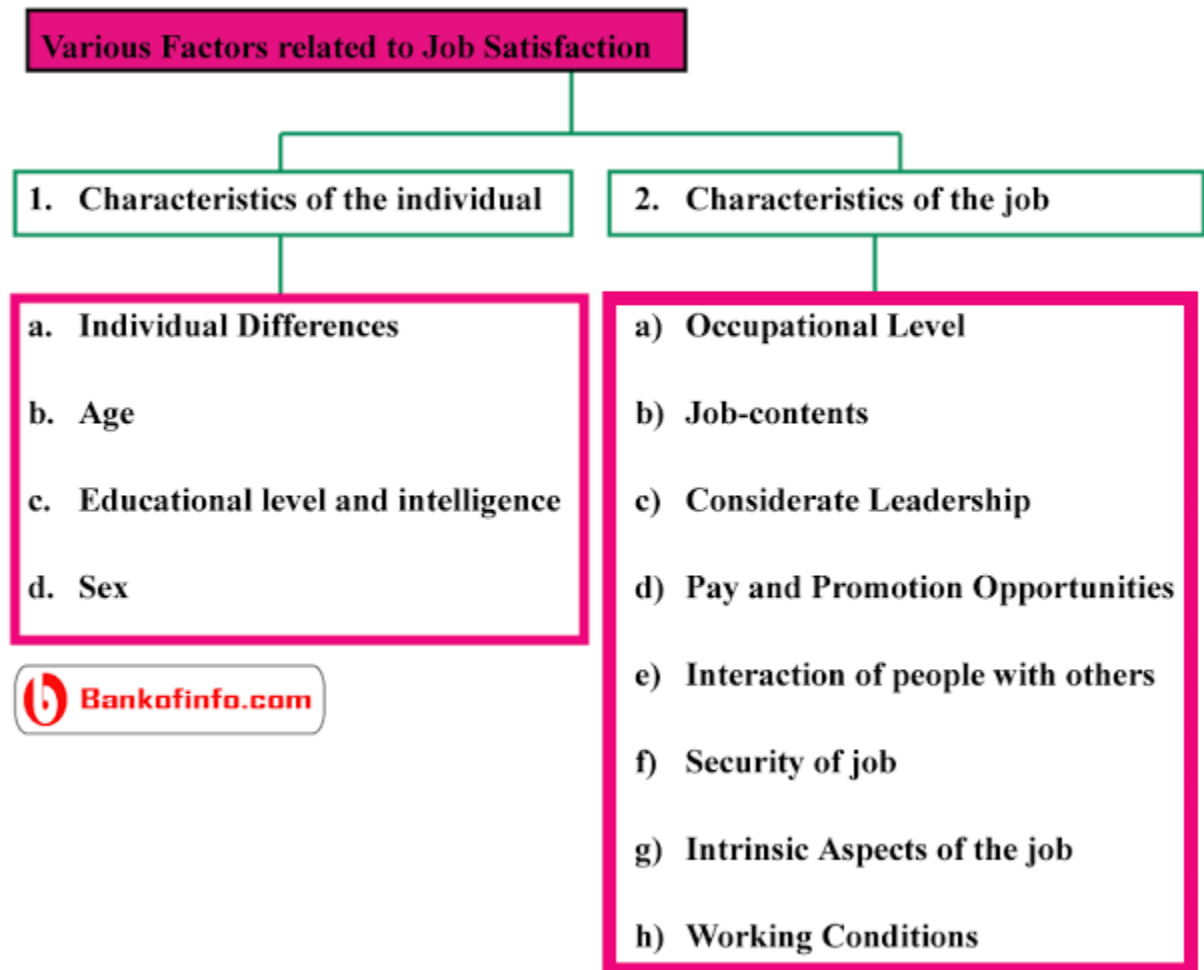
Psychological empowerment employees' belief in the degree to which they affect their work environment, their competence, the meaningfulness of their job, and their perceived autonomy in their work.

Organizational commitment the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

Perceived organizational support (POS) the degree to which employees believe an organization values their contribution and cares about their well-being.

Employee engagement an individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.

5. CAUSES OF JOB SATISFACTION:



6. THE IMPACT OF SATISFIED AND DIS SATISFIED EMPLOYEES ON THE WORK PLACE:

1. **Exit.** The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning.
2. **Voice.** The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.
3. **Loyalty.** The loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to “do the right thing.”

4. **Neglect.** The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

More specific outcomes of job satisfaction and dissatisfaction in the workplace:

1. Job Satisfaction and Job Performance
2. Job Satisfaction and OCB
3. Job Satisfaction and Customer Satisfaction
4. Job Satisfaction and Absenteeism
5. Job Satisfaction and Turnover
6. Job Satisfaction and Workplace Deviance

7. EMOTIONS AND MOODS:-

Emotions Intense feelings that are directed at someone or something.

Moods Feelings that tend to be less intense than emotions and that lack a contextual stimulus.

8. EMOTIONAL INTELLIGENCE:-

Emotional intelligence (EI) 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.** Being aware of what you are feeling. It is exhibited by self-confidence, realistic self-assessment, and a self-deprecating sense of humor.

- **Self-management.** The ability to manage your own emotions and impulses. It is exhibited by trustworthiness and integrity, comfort with ambiguity, and openness to change.

- **Self-motivation.** The ability to persist in the face of setbacks and failures. It is exhibited by a strong drive to achieve, optimism, and high organizational commitment.

- **Empathy.** The ability to sense how others are feeling. It is exhibited by expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers.

- **Social skills.** The ability to handle the emotions of others. It is exhibited by persuasiveness, and expertise in building and leading groups and teams.

9. ORGANIZATIONAL APPLICATIONS OF EMOTIONS AND MOODS:-

Emotions and Moods can improve our ability to explain and predict the selection process in organizations, decision making, creativity, motivation, leadership, interpersonal conflict, negotiation, customer service, job attitudes, and deviant workplace behaviors.

SELECTION-EI is that employers should consider it a factor in hiring employees, especially in jobs that demand a high degree of social interaction.

DECISION MAKING-OB researchers continue to debate the role of negative emotions and moods in decision making.

CREATIVITY-People who are in good moods are more creative than people in bad moods, say some researchers.

MOTIVATION-The positive-mood group reported higher expectations of being able to solve the puzzles, worked harder at them, and solved more puzzles as a result.

LEADERSHIP-The ability to lead others is a fundamental quality that organizations look for in employees.

NEGOTIATION-Negotiation is an emotional process; however, we often say a skilled negotiator has a “poker face.”

CUSTOMER SERVICE-A worker’s emotional state influences customer service, which influences levels of repeat business and levels of customer satisfaction.

INTERPERSONAL CONFLICT-The manager who ignores the emotional elements in conflicts, focusing singularly on rational and task-focused concerns, is unlikely to resolve those conflicts.

**Emotional labor* -When an employee expresses organizationally desired emotions during interpersonal interactions.

**Negative Workplace Emotions*-employee deviance Voluntary actions that violate established norms and threaten the organization, its members, or both.

10. PERSONALITY:

The definition of personality Allport said personality is “the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.”

Personality Determinants an early debate in personality research centered on whether an individual's personality was the result of heredity or of environment. It appears to be a result of both.

Heredity factors determined at conception; one's biological, physiological, and inherent psychological makeup.

Personality traits enduring characteristics that describe an individual's behavior.

11. MBTI (MAYERS BRIGGS TYPE INDICATOR)

The Myers-Briggs Type Indicator (MBTI) is the most widely used personality-assessment instrument in the world. It is a 100-question personality test that asks people how they usually feel or act in particular situations. Respondents are classified as extraverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). These terms are defined as follows:

- *Extraverted (E) versus Introverted (I)*. Extraverted individuals are outgoing, sociable, and assertive. Introverts are quiet and shy.
- *Sensing (S) versus Intuitive (N)*. Sensing types are practical and prefer routine and order. They focus on details. Intuitive rely on unconscious processes and look at the "big picture."
- *Thinking (T) versus Feeling (F)*. Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.
- *Judging (J) versus Perceiving (P)*. Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.

12. BIG FIVE MODEL:

- *Extraversion*. The extraversion dimension captures our comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.

- *Agreeableness*. The agreeableness dimension refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.
- *Conscientiousness*. The conscientiousness dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
- *Emotional stability*. The emotional stability dimension often labeled by its converse, neuroticism—taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.
- *Openness to experience*. The openness to experience dimension addresses range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the category are conventional and find comfort in the familiar.

13. OTHER PERSONALITY TRAITS:

Core self-evaluation- Bottom-line conclusions individuals have about their capabilities, competence, and worth as a person.

Machiavellianism-The degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.

Narcissism-The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.

Self-monitoring- A personality trait that measures an individual's ability to adjust his or her behavior to external, situational factors

Risk-taking- People differ in their willingness to take chances, a quality that affects how much time and information they need to make a decision.

Proactive personality-People who identify opportunities, show initiative, take action, and persevere until meaningful change occurs.

Other-orientation-Some people just naturally seem to think about other people a lot, being concerned about their well-being and feelings.

14. VALUES:

Values represent basic convictions that “a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

15. PERCEPTION:

Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. However, what we perceive can be substantially different from objective reality.

Attribution theory- an attempt to determine whether an individual’s behavior is internally or externally caused

Fundamental attribution error-The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behavior of others.

Self-serving bias- The tendency for individuals to attribute their own successes to internal factors and put the blame for failures on external factors

16. MAKING JUDGEMENTS ABOUT OTHERS:

Selective perception- The tendency to selectively interpret what one sees on the basis of one’s interests, background, experience, and attitudes.

Halo effect-The tendency to draw a general impression about an individual on the basis of a single characteristic.

Contrast effect-Evaluation of a person’s characteristics that is affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.

Stereotyping-Judging someone on the basis of one's perception of the group to which that person belongs.

Self-fulfilling prophecy-A situation in which a person inaccurately perceives a second person, and the resulting expectations cause the second person to behave in ways consistent with the original perception.