

## UNIT TWO INDIVIDUAL BEHAVIOR AND PROCESSES 2.1 Diversity in Organizations Learning

Objectives After studying this part, you should be able to:

- o Describe the two major forms of workforce diversity. Some cultures have a bias against emotional expression; others demand some display of emotion
- o How the emotions are expressed may make interpretation outside of one's culture difficult

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(2.4) Personality and Values Learning Objectives After studying this part, you should be able to:

- o Define personality, describe how it is measured, and explain the factors that determine an individual's personality. Managers start by attracting, selecting, developing, and retaining employees who can operate and excel in a workplace with diverse individuals, viewpoints, and ideas. Gaining a diverse workforce through the selection process and developing that workforce through organizational training and development programs will help to provide for an environment that fosters creativity and effectiveness by tapping into the potential of all employees.
- o Define the key biographical characteristics and describe how they are relevant to OB.
- o Define intellectual ability and demonstrate its relevance to OB.
- o Contrast the two types of ability. They include number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory.

Economic environment and tenure < Organizational actions taken to retain high performers and to weed out lower performers

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(2.3) Emotions and Moods Learning Objectives After studying this part, you should be able to:

- o Differentiate emotions from moods, and list the basic emotions and moods.
- o Identify other personality traits relevant to OB.

Define values, demonstrate their importance, and contrast terminal and instrumental values. However, the inverse is true as well, if employees are dissatisfied in their work, these same job outcomes will be negatively impacted

Job Performance Satisfied workers are more productive and more productive workers are more satisfied!

Organizational Citizenship Behaviors

Satisfaction influences OCB through perceptions of fairness.

Physical Ability is the second factor of ability and represents the capacity to do tasks that demand stamina, dexterity, strength, and other characteristics related to performance of physical tasks.

Role of Disabilities When an organization discusses abilities, it can cause difficulty when developing policies that recognize diversity in terms of disabilities. While it is important for the organization to strive for diversity in the hiring process, it is important to be careful to avoid discriminatory practices during hiring by making generalizations about people with disabilities. Managers must work to develop strategies to develop ways to utilize differences to achieve work outcomes. People are willing to live with some discomfort but the degree to which this is true depends upon the importance of the elements, how much influences the individual has in the situation, and the rewards available.

Negative emotions are seen as undesirable and positive emotions are desirable

- o However, value of each emotion varies across cultures
- o Do norms of emotional expression vary?
- o Describe the Myers–Briggs Type Indicator personality framework and assess its strengths and weaknesses.

Surface–level diversity represents the characteristics that are easily observed such as race, gender, age etc. Schedules may also conflict with the way work is typically done, such as a Muslim worker adhering to the prayer schedule outlined in Islam.

Ability : Ability is defined as an individual's capacity to perform the various tasks associated with the job.

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Number aptitude is the ability to do speedy and accurate arithmetic and will be effective in jobs requiring mathematical ability, such as an accounting.

Implementing Diversity Management Strategies Knowing that people are different

is not enough for organizations to operate effectively with differences. Attitudes are evaluative statements or judgments concerning objects, people, or events. Emotions were typically seen as irrational so managers tended to work to make the workplace emotion-free. Often managers viewed emotions as disruptive to the workplace and therefore a hindrance to productivity.<sup>22</sup>

**Personality Traits**  
Even though personalities do change overtime, there are enduring characteristics that describe an individual's behavior. Some methods used to describe personality are the Myers-Briggs Type Indicator (MBTI) and the Big Five Model (BFM). The Myers-Briggs Type Indicator The MBTI is the most widely used personality instrument worldwide. The Big Five Model of Personality Dimensions The Big Five model of personality sets forth that there are five basic dimensions that underlie all others and encompass most of the significant variations in human personalities. The Big Five factors are: Extroversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience.<sup>o</sup>

Show how culture affects our understanding of biographical characteristics and intellectual abilities. Deep-level diversity represents the aspects that are more difficult to see at first glance such as values, personality, and work preferences. Age is an increasingly relevant characteristic as the workforce is aging. Older workers bring with them a wealth of knowledge and experience, but the perception is that productivity often declines with age. Race and Ethnicity offers little explanation for differentials in workplace outcomes. Perceptual speed is the ability to identify visual similarities and differences quickly and accurately. Deductive reasoning is the ability to use logic and assess the implications of the argument. Flexibility factors include both components of extent flexibility and dynamic flexibility.<sup>14</sup>

**2.2 Attitudes and Job Satisfaction**  
**Learning Objectives** After studying this part, you should be able to: <sup>o</sup>  
<sup>o</sup> Contrast the three components of an attitude. When attitudes and behaviors don't line up, individuals will experience cognitive dissonance. This incongruity is uncomfortable and individuals will seek to reduce the dissonance to find consistency. These factors include the importance of the attitude, the correspondence of the attitude to the behavior, the accessibility of the attitude, the existence of social pressures on behavior, and the personal and direct experience of the attitude. An additional job attitude is psychological empowerment, the belief in the degree of influence over the job, competence in the job, and job meaningfulness. Perception of fairness is a key factor in determining employees' willingness to work hard for the organization. **Job Satisfaction** Job satisfaction is defined as a positive feeling about a job resulting from an evaluation of its characteristics. Typically, workers are more satisfied with the work itself and coworkers, while remaining less satisfied with promotion and pay.<sup>19</sup>

**The Basic Emotions and Moods** Not all psychologists agree; however, there do seem to be six basic emotions that emerge in studies: Anger, fear, sadness, happiness, disgust, surprise. These include selection of employees, decision making, creativity, motivation, and leadership: <sup>o</sup> Selection <sup>o</sup> Decision Making <sup>o</sup> Creativity <sup>o</sup> Motivation <sup>o</sup> Emotions should be a hiring factor, especially for social jobs. We study personality in Organizational Behavior because it impacts a number of important work outcomes. We can attempt to measure personality through a variety of methods. The most common method is self-reporting surveys where individuals answer questions that determine what type of personality they have. Another, more accurate, method is when others observe the individual and provide an independent assessment of their personality. The first is extroverts who tend to be sociable and assertive versus introverts who tend to be

quiet and shy. Sensors are practical and orderly where intuitives utilize unconscious processes. Judgers want order and structure whereas perceivers are more flexible and spontaneous. o Certain traits have been shown to strongly relate to higher job performance: o Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.

### Biographical Characteristics

Biographical characteristics represent many of the surface-level aspects of diversity. Biographical characteristics typically include age, gender, and 10 race. However, women, especially those with pre-school age children, do prefer flexible work schedules and will seek an employer who offers options in their schedules. Tenure refers to the length of time people have been on the job and is tied to seniority. Often, tenure is seen as a positive as it signifies that people are happy with their employment because they have remained in their job for a long period of time. Therefore, employees with long tenure tend to be more productive, call in sick less frequently, and don't leave the organization as readily. The GMA takes a look at overall intelligence and is generally recognized by researchers. Depending on the requirements of the job, intelligence tests can be used to predict success on certain job tasks. Inductive reasoning is present when an individual can identify a logical sequence in a problem in order to help find a solution. Strength factors include dynamic strength, trunk strength, static strength, and explosive strength. 15 Predicting Behavior from Attitudes Some variables do moderate the relationship between attitude and behavior. The field of Organizational Behavior focuses on how attitudes will influence the workplace. The first is job satisfaction, which is the positive feeling about the job resulting from an evaluation of its characteristics. Employee engagement also goes beyond just job satisfaction and includes involvement and enthusiasm for the job. People are generally satisfied in their jobs in many countries, but over the last several years, job satisfaction has been decreasing.

### Employee Responses to Dissatisfaction

When employees are dissatisfied with their jobs, they have four basic responses they can utilize. In voice, the employees will work toward active and constructive attempts to improve conditions. Even though there are some negative emotions that could hinder productivity, there is no doubt that workers bring their emotions to the workplace. There are some who think that emotions are linked to irrationality and that expressing emotions in public may be damaging to your career or status. 20

### OB Applications of Emotions and Moods

There are numerous applications of emotions and moods. o Positive mood increases flexibility, openness, and creativity. o Positive mood affects expectations of success; feedback amplifies this effect. o Leadership Emotions are important to acceptance of messages from organizational leaders. o No. Culture can determine type, frequency, and depth of experienced emotions o Do people interpret emotions the same way? o Compare generational differences in values, and identify the dominant values in today's workforce. Often these methods are utilized in the hiring process to assist in hiring the right person for the job and the organization. If we see a trait consistently surface in different situations, this trait is important in describing the individual. Participants are classified within four scales to determine 1 of 16 possible personality types. o Describe how organizations manage diversity effectively. When we look at the workplace, we can recognize two levels of diversity. It can also include tenure, religion, sexual orientation, and gender identity. Whether this is true or not, it is a perception people act upon and will impact the workplace. In studying gender in the workplace, it has been found that there are very few differences between men and women that impact job performance. It

has been shown, however, that people in the workplace do identify more with people like themselves so in some cases there may be opportunities given to people based on the fact that they are like their supervisor. Religion may also impact work outcomes due to religious restrictions, such as dress and grooming.<sup>11</sup> Sexual Orientation and Gender Identity are not protected by federal law and as a result they are handled differently by most employers. Often, these characteristics are dealt with just as if they were protected characteristics in order to discourage discriminatory behavior, whether it is covered by the law or not. There are a number of measures of intellectual ability available for use by organizations. Two representative measures are the GMA (General Mental Ability) measure and the Wonderlic Personnel Test. The Wonderlic is generally used as a quick measure of intelligence in the hiring process. An employee who needs to make decisions about the future based on historical information will need the ability of inductive reasoning. When making choices between two different possible solutions to a problem, a manager would need to call upon their deductive reasoning skills. An employee who needs to make decisions about office setup or interior design would need to have a high level of spatial visualization ability. Individuals who need to act quickly in a situation, such as a paramedic or nurse, would need a significant degree of memory ability. Nine Basic Physical Abilities Physical abilities are needed when performance requires physical activity to complete a task. Other strength factors include body coordination, balance, and stamina. Define job satisfaction and show how it can be measured. The behavioral component describes the intention to behave in a certain way toward someone or something. Sometimes we observe people who will change what they say so it doesn't contradict their behavior. Job involvement, Job involvement looks at the degree of psychological identification with the job. Perceived organizational support is the degree to which employees believe the organization values their contribution and cares about their well-being. There are multiple 16 ways to measure job satisfaction, but the most accurate way is to ask the question if people are satisfied in their jobs and provide them with a scale to report their degree of satisfaction. When work is divided up into facets, results vary. These options are divided into active and passive choices. Outcomes of Job Satisfaction When employees are satisfied with their work, there are many positive outcomes in the workplace.

- o Apply concepts about emotions and moods to specific OB issues.
- o Contrast the experience, interpretation, and expression of emotions across cultures.

Emotions and Moods Historically the study of organizational behavior has not given much attention to emotions. However, when thinking about emotions, typically managers were focusing on negative emotions. Therefore, any study in organizational behavior would not be complete without considering the roles of emotions in the workplace. Some psychologists even place these basic six on a spectrum of emotion. Also, our basic moods carry positive and negative affects, they cannot be neutral. These states impact how employees perceive reality and thereby the moods can impact the work of employees. Global Implications

- o Do people experience emotions equally?
- o Demonstrate how the Big Five traits predict behavior at work.

Personality is often defined by characteristics such as outgoing or charming. However, psychologists define personality as the growth and development of a person's whole psychological system. The second dichotomy is sensing and intuitive. Thinking focuses on using reason and logic where feeling utilizes values and emotions. Linking Personality to the Workplace This idea can be further linked to the workplace by

looking at person–organization fit. When employees find organizations that match their values, they are more likely to be selected and correspondingly be more satisfied with their work. The big five personality types are often helpful in matching the individuals with organizational culture. Diversity: Everybody brings differences to an organization where they work. These differences can create energy and excitement in the workplace, but they can also cause conflict. So, it is important that we have an understanding of how diversity works in organizations. Then, companies try to create cultures that provide a safe environment for all employees and cultures free of discriminatory behavior. When ability is dissected, two key factors are found. The first factor set apart is intellectual ability. However, there has been no correlation found between intelligence and job satisfaction. Dimensions of Intellectual Ability Intellectual ability is made up of many dimensions. Verbal comprehension is the ability to understand what is read or heard and the relationship of words to each other. This ability will be helpful in jobs where the manager needs to understand policies in order to carry out their job tasks. Spatial Visualization is when someone can imagine how an object would look if its position in space was changed. Memory is the ability to retain and recall past experiences. There are three main categories of physical ability – strength, flexibility and other. Summarize the relationship between attitudes and behavior. Compare and contrast the major job attitudes. Summarize the main causes of job satisfaction. o Identify four employee responses to dissatisfaction. Attitudes are made up of three components. The cognitive component is made up of the belief in the way things are. The affective component is the more critical part of the attitude as it calls upon the emotions or feelings. These three components work together to aid in our understanding of the complexity of an attitude. These variables will impact the ability to predict how a certain attitude will predict behavior. This is an important job attitude because it incorporates so many of the other measures. The passive options are neglect and loyalty. Employees may choose to neglect their work and just allow conditions to worsen or they may choose to remain loyal to the organization and just wait for change. o Customer Satisfaction o Satisfied frontline employees increase customer satisfaction and loyalty. o Absenteeism o Satisfied employees are moderately less likely to miss work. o Many moderating variables in this relationship. o Discuss whether emotions are rational and what functions they serve. o Identify the sources of emotions and moods. o Describe Affective Events Theory and identify its applications. Sources of Emotion and Mood There are many things that impact our mood and emotions. Personality is a key component and will definitely impact the intensity of the emotions we feel. Stress is an important factor and even at low levels it can cause our mood to change. Social activities have been shown to have a positive impact on our moods. o Identify Hofstede's five value dimensions of national culture. The final dichotomy is judging and perceiving. There is a lot of research that supports the Big Five model and it has been shown to predict behavior at work. How Do the Big Five Traits Predict Behavior? o Other Big Five Traits also have implications for work. o Emotional stability is related to job satisfaction. < Agreeable people are good in social settings. These are characteristics that are very easy to identify. This is the ability to perform mental activities. This particular ability is helpful when an employee needs to take in a lot of information and make decisions about the patterns, such as a detective or inspector. Does Behavior Always Follow from Attitudes? What are the Major Job Attitudes? There are several major job attitudes. The active options are exit and voice. If employees select

to exit, they choose to leave or move in a direction of leaving the organization. The causality may run both ways. o Turnover o Satisfied employees are less likely to quit. o Contrast the evidence for and against the existence of emotional intelligence. Emotions are grouped into general mood states. What Is the Function of Emotion? However, research has shown that emotions are necessary for rational thinking. They help us make better decisions and help us understand the world around us. If we are going to make decisions, we need to incorporate both thinking and feeling. It is important to maintain a low level of stress to help us control our psychological as well as our physical health. This could be physical outlets such as playing in a basketball league or it can be going out to dinner with friends. These types of activities are found to have a positive impact on our mood. o Identify the key traits in the Big Five personality model. These types are broken down into four dichotomies. The third dichotomy is thinking and feeling. o Research has shown this to be a better framework. Extroverts tend to be happier in their jobs and have good social skills. o Open people are more creative and can be good leaders. The employee's personality needs to fit with the organizational culture. Often, it takes less than ten minutes to complete. The more engaged the worker is, the more passionate they will be about their work. o Show the impact emotional labor has on employees. All other emotions fall under these six. The day and time of the week is a common pattern for all of us. Many are happier toward the end of the week. Weather is thought to have an impact on our emotions, but there is no proven effect. o Positive emotions can lead to better decisions. o Yes. o Yes. What is Personality