

Organizational behavior

Week 2

Attitudes and Accommodation to Work

Individual Perception, Judgment, and Attribution

Organizational behavior

Fundamentals of work attitudes:

Attitudes are tendencies to react in a favorable or unfavorable way toward an object: they reflect one's likes and dislikes. Attitudes play the psychological function of differentiation. In particular they:

Provide frames of reference

Express values

Help protect one's ego

Facilitate reconciling contradictions

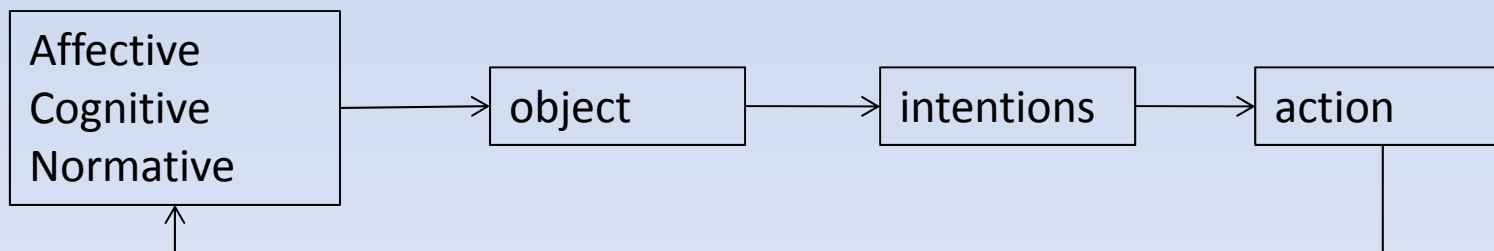
Aid in personal adjustment

Organizational behavior

A model of attitudes

Components of the attitudes model

- Object of attitudes: attitudes are about some thing
- Affective component: feelings and emotions
- Cognitive component: sensing and apprehending
- Normative component: values and beliefs (worldviews)
- Intentions: motivations and desires
- Action: overt behavior



Organizational behavior

Attitudinal consistency and cognitive dissonance

Cognitive dissonance theory: that people need to have consistency between behavior, attitudes, beliefs, thoughts

In case of dissonance, there is discomfort; causes:

- Tension between work and life activities
- Insufficient justification
- Disconfirmed expectations

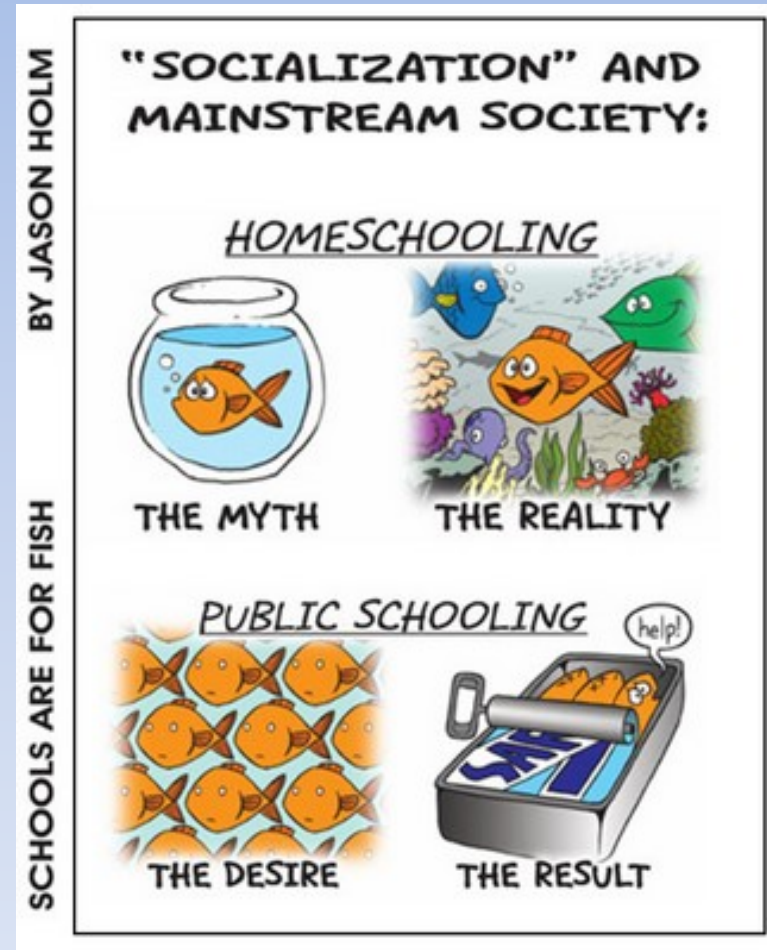
Organizational behavior

Socialization

Socialization = individualization

Contextual/environmental factors:

- Family
- Socioeconomic
- Cultural



Organizational behavior

Socialization

Work socialization in two stages:

Preliminary occupational socialization that involves

- Developing occupational competences (first skills)
- Experiencing first occupational socialization (professional school)
- Choosing occupation (first places of work)

Organizational behavior

Socialization

Work socialization in two stages:

Secondary occupational socialization that involves

Mutual adaptation to the culture of the organization:

- Emotional
- Normative (pivotal – important, peripheral – not essential)

Organizational behavior

Organizational commitment and accommodation

Organizational accommodation involves:

- The extent one is willing to meet organizational expectations
- The degree of organizational commitment as identification

Organizational behavior

Organizational commitment and accommodation

Motivations for sustained organizational commitment

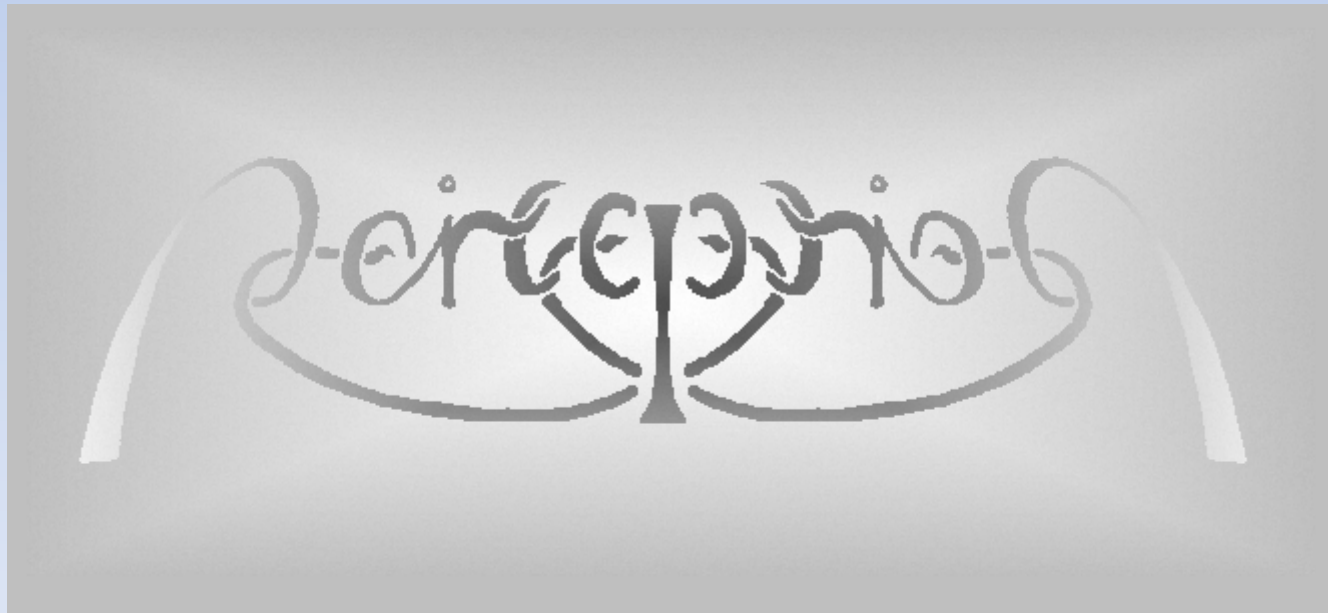
- Continuance (there are no other job options)
- Affective (strong identification)
- Normative (pressure from others)

Organizational behavior

Individual Perception, Judgment, and Attribution:

Fundamentals of Perception.

Perception refers to the process of creating an internal picture of the external world

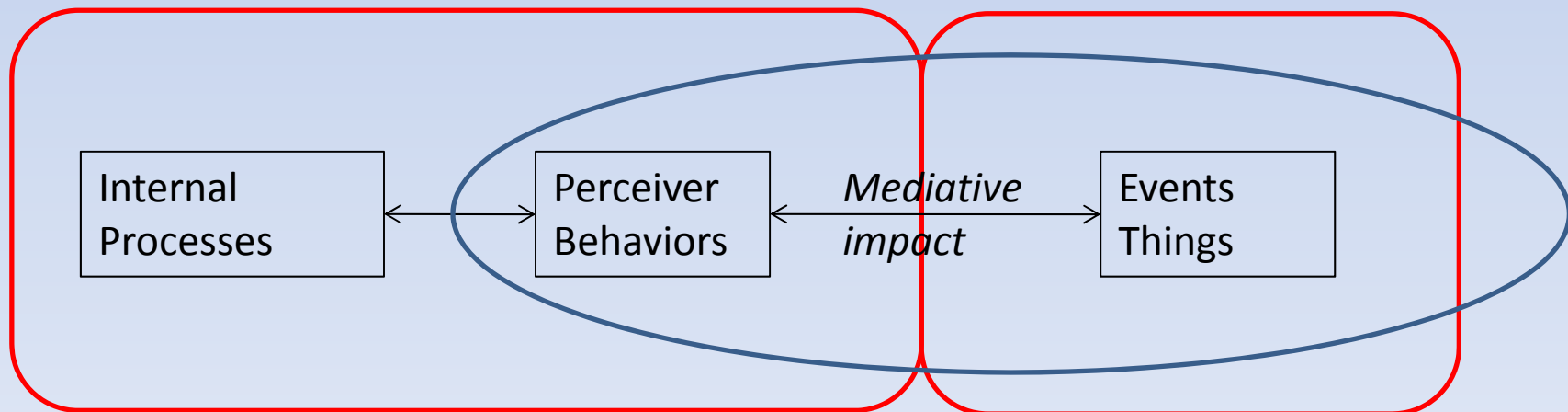


Organizational behavior

Fundamentals of Perception.

Perceptual process model:

- Events and things (features)
- Mediative impact (mediating logos and tele-ologos)
- Perceiver behaviors (learning, attitudes, personality, desires, body)
- Internal processes (sensing and apprehending)



Organizational behavior

Judgment errors and biases

Perceptual biases include:

The strength of first impressions based on one's closure and consistency

The use of dominant features to judge others – halo effect

The projection of one's traits to another

The creation of an implicit personality theory

Stereotyping and naturalization

Organizational behavior

Attribution theory

Attribution theory seeks to explain why and how one determines the causes for one's own and another's behavior

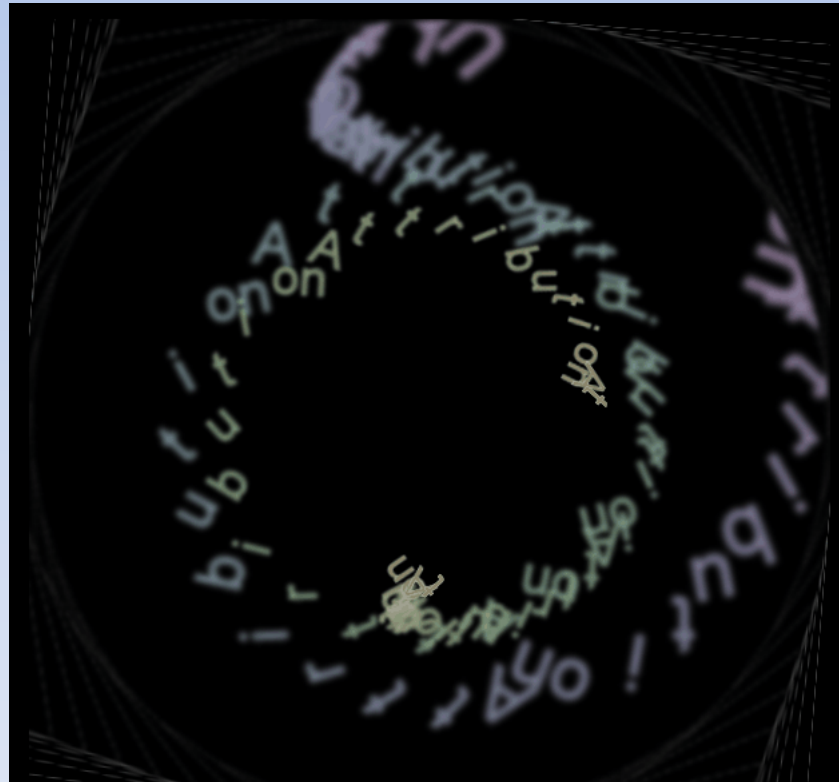
Such causes include:

- Overestimating the role of another (fundamental attribution error)
- Assuming similar behavior in similar circumstances (consistency)
- Attributing unique behaviors to unique situations (distinctness)
- Acting differently than others (consensus)
- Attributing actions when alone (privacy of the act)
- Thinking that with power comes responsibility (status)

Organizational behavior

Attribution theory

Self-judgments are affected by a self-serving bias: judging one self favorably



Organizational behavior

Attribution theory

To avoid attribution errors one is suggested to adopt a controlled information-processing approach rather than an automatic information-processing

Organizational behavior

Organizational implications

Awareness of attribution errors has the following implications:

- In decision-making: problem identification and decision
- In performance appraisal: rating performance
- In managing workplace diversity: dealing with gender, race and origin

