

Organizational behavior

Week 1

Introduction

Personality and Individual Differences

Organizational behavior

Introduction:

Basic model of behavior

What is behavior?

Behavior is a function of the person and the environment: $B = f(P \times E)$

Behavior is the overt act of the person that can be observed (doing); the assumption is that behavior re-presents what happens in one's minds (thinking)

Is behavior directly linked with what happens in one's mind?

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Basic model of behavior

Why is knowledge of behavior important?

Because it influences productivity, workplace injury and can trigger reactions from others

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Context of 21st century organizational behavior

Contexts:

Economic

Workforce

Organizational

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The field of organizational behavior

Why study OB?

Organizational behavior is the field of study that focuses on human skills
As a science it studies individuals, groups and organizations to understand predict and improve performance: the aim is to manage organizational behavior and effectively so

An effective manager is who has significant knowledge of the fundamental aspects of human behavior and who rely on theories developed scientifically

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First theories (perspectives)

Scientific management (Taylor):
development of rational methods for
increasing productivity

Administrative management (Fayol):
development of principles of
management



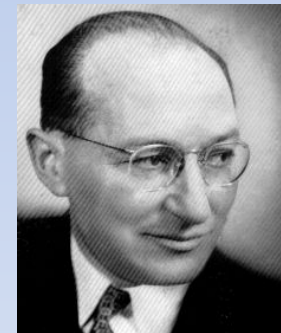
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First theories (perspectives)

Industrial and organizational psychology
(Scott): development of personnel
selection methods

Human relations perspective (Lewin):
insights into how people treat one
another (Hawthorne effect)



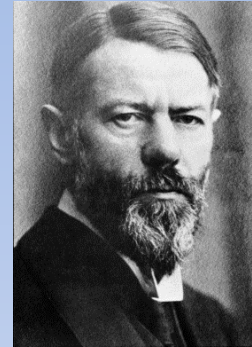
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Contemporary organizational theories (perspectives)

Bureaucracy (Weber): organizations as
bureaus

Informal organization (Barnard):
organizations as social systems



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Contemporary organizational theories
(perspectives)

Contingency theory (Fiedler):
organizations and their environment
relate



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Contemporary behavioral theories
(perspectives)

Theory X – theory Y (McGregor):
assumptions under which people work
(are people lazy and work for their own
personal interests counter those of the
organization? If yes (X) they need to be
controlled; if not (Y) they need to be
encouraged to fulfill their own
motivations



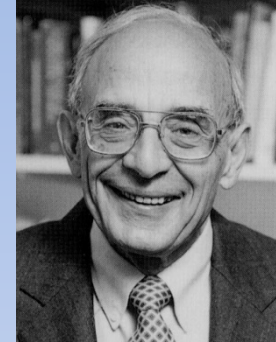
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Contemporary behavioral theories
(perspectives)

Anti-bureaucracy (Argyris): bureaucratic organizations are incongruent with the basic needs of people

Supportive (Likert) : create supportive work environments



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Managing organizational performance

Managerial view of performance (Tosi): performance as the results that managers must obtain to keep the firm viable

Three dimensions:

Task performance: what organizational members focus on

Contextual performance: contributing to the effectiveness of the organization in ways other than simply doing one's job

Ethical performance: doing the right thing

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What managers really do

Managers:

Work at an unrelenting pace

Prefer live action

Prefer verbal interchanges

Management activities are varied, fragmented and brief

Managerial work is controlled by others



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Personality and Individual Differences:

Fundamentals of Personality.

Personality refers to the relatively stable organization of a person's characteristics: an enduring pattern of attributes that define the uniqueness of a person (*being*)

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Fundamentals of Personality.

Personality-organization:

Attraction-selection-attrition cycle: the interaction personality-organization is selective and the organization eventually becomes homogeneous

A personality is less powerful in strong situations: structured and rule-based organization; a personality is more powerful in weak situations: ambiguous and loosely structured organization

Fundamentals of Personality.

Bases of personality

Genetic component: individuation – construction of the genotype

Social component: individualization – construction of the ideotype and phenotype



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Fundamentals of Personality.

Approaching personality 1

- Classical dimensions: extroversion, emotional stability, agreeableness conscientiousness, openness
- Myers-Briggs dimensions: sensing-intuition, thinking-feeling, introversion-extroversion, perceptive-judgment
- Affectivity: positive-negative
- Mach: self-esteem, self confidence
- Locus of control: external-internal

Note: these elements are useful for research

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Personality in organizational settings

Approaching personality 2

- Organizationalist: organization-centered
- Professional: job-centered
- Indifferent: pay-centered

Note: these elements are useful for research

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Ability

Ability is the capacity to carry out a set of interrelated or behavioral or mental sequences to produce a result.

Types:

Cognitive

Emotional

Perceptual

Psychomotor

