

# WEEK 2

Foundations Of  
Individual Behaviour

The logo for Stanford Online is positioned behind the text. It features a stylized orange and blue graphic on the left, followed by the text "Stanford Online" in a blue and orange font, and the tagline "EDUCATION BEYOND BORDERS" in a smaller, grey font below it.

After studying this chapter, you should be able to:

1. Define the key biological characteristics
2. Identify two types of ability
3. Shape the behaviour of others
4. Distinguish between the four schedules of reinforcement
5. Clarify the role of punishment
6. Practice self-management

# Biographical Characteristics

- **Biographical Characteristics** - Personal characteristics such as gender, marital status. They are objectively and easily obtained from personal records
- They are the factors of:
  - Age
  - Gender
  - Marital Status
  - Tenure



# Biographical Characteristics - Age

- **Age** -The relationship between the age and job performance is likely to be an important issue in the organization.
- For instance, older workers are more experienced, more ethical, and committed to work whereas younger workers are more likely to seek the flexible jobs. They are more productive as they have more energy and agility.
- The age is also important to the relationship of job satisfaction. It is like a U-shape.
- When the workers are young, they have less job satisfaction; when they are growing, they have more satisfaction in their career of proficiency.

# Biographical Characteristics - Gender

- **Gender** - It refers to the differences between men and women in the working place.
  - Old workers (judgmental, experienced, strong work ethics, committed to quality)
  - Young workers (playful and not serious, emotional)
  - Age affects productivity and absenteeism? (young workers are energetic and also contribute to high turnover)
- Personality of men:
  - Aggressive
  - Quiet
  - Decision makers
  - Less disciplined
- Personality of women:
  - Soft attitude
  - Talkative
  - More responsibility towards work
  - Disciplined



# Biographical Characteristics - Marital Status

- **Marital status** - It refers to the single or married status
- Based on the research, the married workers seem to have lower absence rate and lower turnover
- The single workers are more likely to be less responsible towards work, higher absence rate, higher turnover rate

# Biographical Characteristics - Tenure

- **Tenure** - It refers to the time of service in the organization
- The longer the workers stay in the organization, the more job satisfaction for the workers and therefore, higher productivity
- Research evidence shows that the tenure of the past job behaviour is the best predictor of the new job turnover

# Ability

- Refers to an individual's capacity to perform the various tasks in a job
- Is a current assessment of what one can do
- **Intellectual ability** is one of the best predictors of performance (\*\*refers to dimension of intellectual ability)
- The correlation between intelligence and job satisfaction is about zero
- Employee performance is enhanced when there is a high ability-job fit
- **Physical abilities** – required to do tasks demanding stamina, dexterity, strength and similar characteristics (\*\*refers to nine basic physical abilities)

# Intellectual Ability

- **Intellectual ability** - required to do mental activities
- Generally, the more information processing demands that exist in a job, the more general intelligence and verbal abilities will be necessary to perform the job successfully

Dimension	Description	Job Example
Number Aptitude	Speedy in numbers	Accountant, Brokers
Verbal Comprehension	Efficient in Communication	Plant manager, Teacher
Perceptual Speed	Identifies differences and similarities accurately	Researcher
Inductive Reasoning	Logical thinking	Salesman
Spatial Visualization	Imaginative	Designer
Deductive Reasoning	Solves arguments	Supervisor
Memory	Retains and recalls experiences	Salesman, Lecturer

# Physical Ability

- Physical ability - required to do tasks demanding stamina, dexterity ,strength, and similar character

<b>Strength Factors</b>	<b>Description</b>
Dynamic Strength	Ability to exert muscular strength
Trunk Strength	Ability to exert muscles using trunk
Static Strength	Ability to exert force against external objects
Explosive Strength	Ability to expand a maximum energy in one explosive act
<b>Flexibility Factors</b>	
Extent Flexibility	Ability to move the trunk
Dynamic Flexibility	Ability to move fast or rapidly
<b>Other Factors</b>	
Body Coordination	Ability to coordinate the different parts of the body at the same time
Balance	Ability to maintain stability
Stamina	Ability for prolonged overtime

# The Ability-Job Fit

- Employee performance is enhanced when there is a high ability-job fit. Performance here refers to job satisfaction
- For example:
- Airlines pilots need strong spatial-visualization abilities
- Beach lifeguards need both strong spatial-visualization abilities and body coordination
- Senior executives need verbal abilities
- Construction workers need balance
- Journalists need reasoning ability

# Personality

- Personality - The sum total of ways in which an individual reacts and interacts with others
- The personality determinants refer to:
  - Heredity
  - Environment
  - Situation



# Personality Determinants - Heredity

- Heredity - It refers to those factors that are determined at conception. These factors can be: Physical stature (natural height), Facial attractiveness, Gender, Temperament, Muscle composition , Biological rhythms, etc
- Research shows that traits such as shyness, fear, distress are most likely inherited by genetic characteristics
- Evidence shows that the personality determinants can overcome the 'environment factors' which exist in the organization

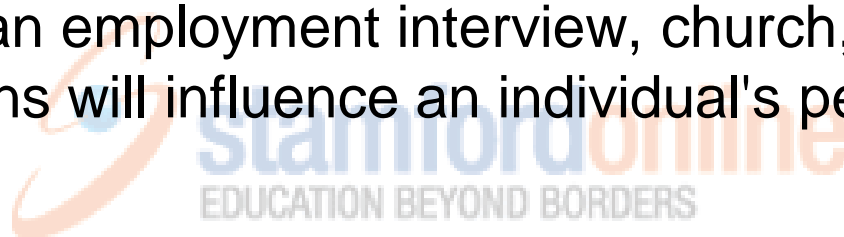
# Personality Determinants - Environment

- Among the factors that exert pressures on personality formation are culture in which the person is raised in the early stages, the experience, the norms among the family, friends and social groups
- For instance, North American workers are more industrious, independent, successful, competitive when compared to the Asian workers



# Personality Determinants - Situation

- It seems logical to suppose that situations will influence an individual's personality
- For instance, an employment interview, church, public park. Those situations will influence an individual's personality
- It is considered as a short term influence on the personality



# Personality Traits

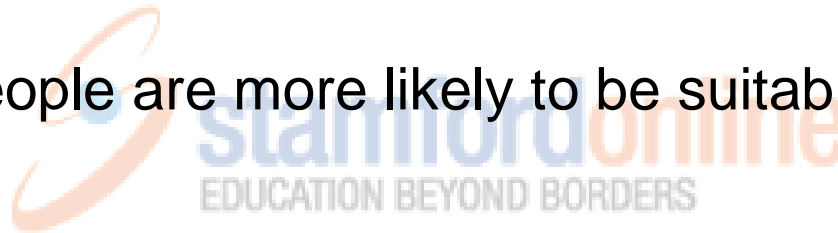
- Personality traits - Enduring characteristics that describe an individual's behaviour
- The popular characteristics include: being shy, aggressive, submissive, lazy, ambitious, timid
- Myers-Briggs Type Indicator (MBTI) - A personality test that taps four characteristics and classifies people into one of 16 personality types
- The Big Five Model - An impressive body of research supports the notion that five basic personality dimensions underline all others

# The Big Five Model

- **Extraversion** - A personality dimension describing someone who is sociable, talkative, and assertive
- **Agreeableness** - A personality that describes someone who is good-natured, trusting, cooperative
- **Conscientiousness** - A personality dimension that describes someone who is responsible, dependable, persistent, achievement oriented
- **Emotional Stability** - A personality dimension that characterizes someone as calm, enthusiastic and secure rather than tense, nervous and depressed
- **Openness To Experience** - A personality dimension that characterizes someone in terms of imaginativeness, artistic sensitivity and intellectualism

# Example Of The Big Five Model

- Evidence shows that people are hardworking, persistent, reliable, careful, thorough, organized display better job performance
- Extroverted people are more likely to be suitable for the sales positions
- Only the people who have emotional stability can stay in the job longer



# Major Personality Attributes Influencing OB-Locus Of Control

- **Locus Of Control** - The degree in which people believe they are masters of their own fate
- Internals - Individuals who believe that they control what happens to them
- Externals - Individuals who believe that what happens to them is controlled by outside factors, such as chance or luck
- The employees who belong to internals locus of control tend to be more successful on the job and have more job satisfaction and less turnover
- The employees who belong to externals locus of control tend to follow direction and complain more
- Internals locus of control employees are suitable for initiative jobs, whereas externals locus of control of employees are more suitable for routine jobs

# Major Personality Attributes

## Influencing OB - Machiavellianism

- **Machiavellianism** - The degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means
- It can be high Mach or low Mach (Machiavellianism)
- High Mach will flourish when:
  - Interacting face to face with others rather than indirectly
  - The situation has a minimum number of rules and regulations
  - Emotional involvement with details irrelevant to winning distracts
- The high or low Mach makes a good employee? It depends on which types of job the employees are involved.

# Major Personality Attributes Influencing OB Self-esteem

- **Self-esteem** - Individuals' degree of liking or disliking of themselves
- High SEs believe that they possess the ability they need in order to succeed at work
- Individuals with high-esteem will take more risks in job selection and are more likely to choose unconventional jobs than people with low self-esteem
- In managerial position, low SEs will tend to be concerned with pleasing others and, therefore, are less likely to take unpopular stands unlike high SEs



# Major Personality Attributes Influencing OB Self-monitoring

- **Self-monitoring** - A personality trait that measures an individual's ability to adjust his or her behaviour to external, situational factors
- Individuals high in self-monitoring show considerable adaptability in adjusting their behaviour to external situational factors
- Individuals low in self-monitoring show their true dispositions and attitudes in every situation. There is high behaviour consistency between who they are and what they do
- The hypothesis shows that those who are high in self-monitoring will be more successful in managerial positions

# Major Personality Attributes Influencing OB-Risk Taking

- **Risk-taking** - It refers to the willingness of a person to take the risk or chances
- High risk-taking managers make more rapid decision and use less information in making their choices than did the low risk-taking managers
- A high-risk taking propensity may lead to more effective performance for a stock trader in a brokerage firm because that type of job demands rapid decision making

# Type A Personality

- **Type A personality** - Aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other people
- Type A's:
  - ✓ are always moving, walking, eating rapidly
  - ✓ feel impatient with rate at which most events take place
  - ✓ strive to think or do more things at once
  - ✓ cannot cope with leisure time
  - ✓ are obsessed with measuring with how much is acquired

# Type B Personality

- **Type B personality** - It's a personality exactly opposite to Type-A personality
- Type B's:
  - ✓ never suffer from a sense of time urgency with its accompanying impatience
  - ✓ feel no need to display or discuss either
  - ✓ their achievements or accomplishment unless such exposure is demanded by the situation
  - ✓ play for fun and relaxation, rather than exhibit their superiority at any cost
  - ✓ can relax without guilt

# Matching Personality And Jobs

- Personality- job fit theory - Identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover
- Based on **John Holland's personality-job fit theory**, he presented six personality types and proposes that satisfaction and the propensity to leave a job depends on the degree at which individuals successfully match their personality to an occupational environment

# Holland's Typology Of Personality And Congruent Occupations

Type	Personality	Congruent Occupations
<b>Realistic:</b> Prefer physical activities that require skills	Shy, genuine, persistent, stable, practical	Mechanical, operators, farmers, assembly line workers
<b>Investigate:</b> Prefers activities like thinking, organizing	Analytical, curious, independent	Economists, mathematicians, news reporters
<b>Social:</b> Prefers activities that involve helping others	Sociable, friendly, understanding	Teachers, counsellors, psychologists
<b>Conventional:</b> Prefers rule-regulated, orderly activities	Conforming, efficient, practical, inflexible	Accountants, corporate managers, bankers
<b>Enterprising:</b> Prefers verbal activities that can influence other people	Self-confident, ambitious, energetic,	Lawyers, public relations specialists, small business managers
<b>Artistic:</b> Prefers ambiguous and unsystematic activities	Imaginative, disorderly, idealistic, emotional	Painters, musicians, writers, designers

# Learning

- **Learning** - Any relatively permanent change in behaviour that occurs as a result of experience in a manner different from the way the person formerly behaved
- The components of learning:
  - ✓ learning involves change
  - ✓ the change must be relatively permanent
  - ✓ the change is in actions
- Some form of experience is necessary for learning. Experience may be acquired directly through observation or practice; it may be acquired through reading

# Theories Of Learning – Classical Conditioning

- **Classical conditioning** - A type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such a response
- The experiment was implemented by Pavlov - to measure the amount of saliva secreted by a dog
- For instance, Christmas songs are often associated with the Christmas spirit or euphoria
- In an organization classical conditioning is used to train the workers. The employees arrive on time to work, the employees 'goof-off' when no one is watching

# Operant Conditioning

- **Operant conditioning** - A type of conditioning in which desired voluntary behaviour leads to a reward or prevents punishment
- The tendency to repeat such behaviour is influenced by the reinforcement or lack of reinforcement brought about by the consequences of the behaviour
- For instance, the salesman will have high performance when high commission is given
- As your boss asks you to work overtime, but you are not given any praise in the 'period'. Next time, you won't work overtime

# Social Learning

- Social- learning - People can learn through observation and direct experience
- For instance, people learn through watching role models - parents, teachers, peers, bosses, TV performers
- When management sets up the training programs, it will significantly improve the likelihood that the programs will be successfully:
  - ✓ Attention process - pay attention to the model
  - ✓ Retention process - remembers the act of model
  - ✓ Motor reproduction processes - convert the act into doing
  - ✓ Reinforcement process - motivated to exhibit the behaviour if incentives provided

# Shaping Behaviour

- **Shaping behaviour** - Systematically reinforcing each successive step that moves an individual closer to the desired response
- There are four ways to shape the behaviour:
  - i. Positive reinforcement - praise, recognition
  - ii. Negative reinforcement - negative experience,
  - iii. Punishment - suspension, whacking
  - iv. Extinction - ignoring

# Discuss Questions

- I. What behavioural predictions might you make if you knew that an employee had (a) an external locus of control (b) a low Mach score? (c) low self-esteem (d) a Type-A personality?
- II. How can employees actually learn unethical behaviour when on their jobs?
- III. 'The type of job an employee does moderates the relationship between personality and job productivity.' Do you agree or disagree with this statement? Discuss.