

COMM 222  
CONDENSED MIDTERM NOTES (Winter 2015)  
ORGANIZATIONAL BEHAVIOUR  
Chapters 2-6

## Chapter 2 - Personality and Learning

Personality: Relatively Stable set of psychological characteristics that influence the way an individual interacts with his environment.

### Trait Activation Theory

Situation dictates the trait.

#### Dispositional Approach

- Individuals possess stable traits or characteristics that influence their attitudes & behaviours.
- Individuals Predisposed to behave in certain ways

#### Situational Approach

- Characteristics of the organizational setting influence people's behaviours & attitudes

#### Interactionist Approach

- Behaviour and Attitudes are a function of both dispositions and the situation.

### The Five - Factor Model

Openness to Experience → Important for Jobs that involve learning & Creativity

Conscientiousness (Dependable Responsible vs. Careless Impulsive)

- Tendency towards hardwork and achievement

Extraversion (Social Talkative Vs. Withdrawn Shy)

- People in jobs that require interpersonal interaction  
⇒ Being assertive, energetic, ambitious

Agreeableness (Tolerant Cooperative vs. Cold Rude)

- Important for jobs that require helping, cooperating and also involve lots of teamwork

Neuroticism / Emotional Stability (Stable Confident vs. Depressed Anxious)

- High Emotional Stability will have more effective interactions with co-workers

- \* High Conscientiousness predicts performance in all jobs  
→ Strongest predictor of a good worker

## Locus of Control

Set beliefs about whether one's behaviour is controlled by external or internal forces

Internal → You control the outcome (self initiative, Personal actions, Free will)

External → External Factors (Fate, Luck, Powerful people)

## Self Monitoring

The extent to which people observe and regulate how they appear and behave in social settings

## Self Esteem

How good you view yourself

Learning → Change in behaviour based on new skills acquired or situations.

## Operant Learning (Environment Gives Feedback)

Based on reinforcements and rewards

→ Learning by doing.

Positive → Adding something good

Negative → Removal of negative stimulus

Punishment → Application of negative stimulus

Extinction → Ignore behaviour so that it will eventually go away by itself.

## Social Cognitive theory

→ People learn by observing the behaviour of others.

## Self-efficacy beliefs

Beliefs people have about their ability to successfully perform a task

## Self-Regulation

Involves self-observation, observation of others, goal setting, rehearsal and self reinforcement

→ Comparing the behaviour with a standard (self-evaluation) and rewarding oneself if the behaviour meets the standard (self-reinforcement)

## Reinforcement Strategies

Continuous & Immediate Reinforcement  
⇒ Learn something immediately

Delayed/Partial Reinforcement  
⇒ Learn over the long run (persistent)

## Chapter 3 - Perception, Attribution, and Diversity

### Perception

Process of interpreting the information gathered by our senses. Our values & experiences influence the interpretation of our perception.

### Components of Perception

A perceiver, a target that is being perceived and some situational context.

### Perceptual Defence

Twisting perception to protect yourself

### Perceptual Process [Bruner Model]

→ When you see something unfamiliar, the perceiver is open to ~~new~~ cues until they encounter familiar cues and then they only focus on things they recognize.

### 6 steps

- ① Unfamiliar Target Encountered.
- ② Openness to target cues
- ③ Familiar cues encountered
- ④ Target categorized
- ⑤ Cue selectivity
- ⑥ Categorization strengthened

### 3 Characteristics of Perceptual Process

- ① Selective: Perceivers do not use all the available cues
- ② Constancy: Tendency for target to be perceived in the same way over time or across situations.
- ③ Consistency: Tendency to select, ignore and distort cues in order to form a homogeneous picture of the target.

Bias → Something that distorts our perception

Primacy Effect

Tendency to rely on early cues or first impressions  
→ Usually has lasting impact.

Recency Effect

Tendency to rely on recent cues or last impressions  
→ Last Impressions count most

Reliance on Central Traits

Our perception of others is based on central traits or personal characteristics that interest the perceiver.

Ex: Physical Appearance, Intellect...

Implicit Personality Theory

Implying that certain personality characteristics go together.

Ex: Extraverts are honest

Projection

Tendency to project ones own thoughts and feelings to others. ⇒ Can be used as perceptual defense.

Attribution: Perceiving Causes & Motives

Is the process of how we assign causes or motives to explain peoples behaviours.

Dispositional Attributions

Behaviour based on person's personality or intellect

Situational Attributions

Persons behaviour is based on external situation or environment

Ex: Weather, luck,...

## Attribute behaviour to dispositional or situational?

- ① Consistency Cues (Over Time) [High consistency = Dispositional]  
How often a person behaves in a certain way overtime.  
→ If it is a regular occurrence then it indicates his true motives.
- ② Consensus Cues (Same or different to others)  
Peoples behaviour compared to others behaviour.  
→ low-consensus behaviour leads to more dispositional attributions
- ③ Distinctiveness Cues (Situation)  
Peoples behaviour across various situations  
→ low-distinctiveness behaviour leads to high dispositional attributions

## Workforce Diversity

Differences among employees in characteristics such as: gender, race, age, cultural background, physical ability or sexual orientation.

## Valuing Diversity

The potential for improved problem solving and creativity when diverse perspectives are brought on an organizational problem. [Competitive Advantage]

## Attribution Errors

### Actor-Observer Effect

Actor & Observer view the cause of the actors behaviour differently.

Actor → Situational causes

Observer → Dispositional causes

### Self Serving Bias

Tendency to take credit for successful outcomes and deny responsibilities for failures.

## Chapter 4 - Values, Attitudes, and Work Behaviour

Values → How we determine Good vs Bad, Right vs. Wrong  
⇒ Are very general and do not predict behaviour

### Cross Cultural Variation

→ Often contribute to failed business negotiations  
Due to lack of appreciation of basic differences in work related values across cultures

### Hofstede's Study

→ Discovered 4 basic dimensions along which work-related values differed across cultures.

① Power Distance: Societies view on the unequal distribution of power. (Manager vs. Employee)

② Uncertainty Avoidance: Peoples discomfort to uncertain and ambiguous situations.

Ex: ↓ U/A = less concerned with rules, conformity and security

③ Individualism vs. Collectivism

→ Individualistic Societies stress independence, individual initiative and privacy. (Me, Myself & I)

→ Collective Cultures favour interdependence and loyalty to family or clan.

④ Masculinity / Femininity

→ Masculine cultures clearly differentiate gender roles, support the dominance of men, and stress economic performance.

→ Feminine cultures accept fluid gender roles, stress sexual equality and stress quality of life.

## Implications of Cultural Variation

### Exporting OB Theories

→ Theories, Research and practices in North America might not translate well to other societies

### Importing OB Theories

→ Understanding cultural value differences can enable organizations to successfully import management practices by tailoring the practice to a specific culture.

## Attitudes

Response or feelings you have to a particular issue.  
Filtered by Values; are much more specific

Attitude → Behaviour

Belief + Value ⇒ Attitude → Behaviour

Job Satisfaction → Attitudes workers have about their job

Facet Satisfaction: Tendency for an employee to be more or less satisfied with various components of the job.

Most Relevant attitudes towards jobs:

work itself, compensation, career opportunities, recognition benefits, working conditions, supervision, co-workers

## What Determines Job Satisfaction?

### Discrepancy (You compared to You)

→ Job satisfaction based on the discrepancy between the job outcomes people want and those they actually obtain.

### Fairness

→ Affects both what people want from their jobs and how they react to the inevitable discrepancies of organizational life.

#### (A) Distributive Fairness

When people receive the outcomes they think they deserve from their jobs. Ultimate distribution of work rewards & resources.

★ Equity Theory  $\frac{\text{My outcomes}}{\text{My inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}$   
Job Satisfaction based on the comparison of the inputs that one invests in a job and the outcomes one receives in comparison to someone of a similar situation.

(i) Inputs: Consist of What people give up, offer or trade with their organization in exchange for out comes [education, training, hard work, high quality work]

(ii) Outputs: Factors that an organization distributes to employees in exchange for their inputs. [pay, benefits, promotions, recognition, things employees value]

#### (B) Procedural Fairness

Process used to determine work outcomes is seen as fair and reasonable.

[adequate reasons for a decision, consistent procedures, accurate info]

## Procedural Fairness Increased

\* Shift relevant for performance evaluations, pay raises, promotions, layoffs, and work assignments

- i Follows consistent procedures
- ii Uses accurate info and seems unbiased
- iii Allows two-way communication during allocation process
- iv Welcomes appeals of the procedure or allocation

© Interactional Fairness (The way decision was made)  
Occurs when people feel that they received respectful and informative communication about some outcome.

## Disposition

Due to peoples personalities, people can be more or less inclined to be satisfied despite the changes in discrepancy or fairness.

## Moods & Emotions

Emotions: Intense often short-lived feelings  
Moods: Less Intense, longer lived

## Emotional Contagion

Tendency for mood or emotions to spread throughout a group.

## Emotional Regulation

Requirement for people to conform to certain "guidelines" in their job behaviour; in spite of true emotions.  
[Think of Disney worker - always happy & joyful]

## Key Contributors to Job Satisfaction

### Mentally Challenging Work

Work that tests employees skills and abilities and allows them to set their own working pace.

### Adequate Compensation

Decent pay and satisfaction are positively related. Duh!

### Career Opportunities

Availability for career advancement contributes to job satisfaction.  
→ Promotions contain a number of valued signals about a persons self-worth

### People

Friendly, considerate, good-natured superiors and co-workers contribute to job satisfaction.

## Consequences of Job Satisfaction

### Absence from Work

Less satisfied employees are more likely to be absent.  
Absenteeism is an expensive behaviour.

### Turnover

Refers to resignation from an organization.  
Less satisfied employees are more likely to quit.

### Honeymoon Effect

Following the turnover those who quit experience a temporary boost in job satisfaction for their new job since the bad components of previous job are gone.

→ This can lead to "hangover effect"  
Where overall satisfaction with new job decreases

## Performance

- Most important component of the job has to do with the content of the work itself.
- There is a connection between job satisfaction and performance in complex / high-tech jobs.
- Although job satisfaction contributes to performance; Performance can contribute to job satisfaction, when good performance is followed by rewards, employees more likely to be satisfied.

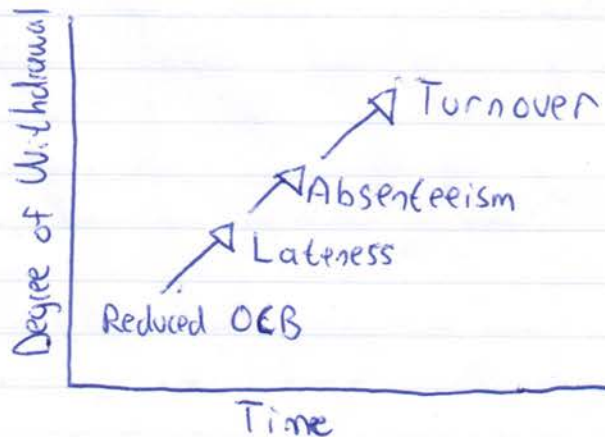
Organizational Citizenship Behaviour (OCB) \* Exam SHIT  
 Voluntary, Informal / Spontaneous behaviour that contributes to the Organization. [Benefits Organization]

- \* Job Satisfaction contributes to the occurrence of OCB.
- Actions are not rewarded

Some Forms:

- Helping behaviour → Offering Assistance to others
- Conscientiousness to the details of the work  
 → Coming into work on very snowy day and not wasting time.
- Good Sport: Not Complaining when not receiving best parking spot.
- Courtesy & Cooperation: Warning about a big printing job on the way that may delay some people.

Progression of Withdrawal:



\* OCB is often the first withdrawal response since its voluntary behaviour.

## Customer Satisfaction & Profit

- Employee Job Satisfaction leads to customer & client satisfaction.
- Organizations with higher levels of employee satisfaction are more effective. [Reduced Absenteeism & Turnover]

## Organizational Commitment

Attitudes that reflect the relationship between the employee and the organization.

- ① Affective Commitment (They Want to stay)  
Based on a person's identification and involvement with an organization
  - ② Continuance Commitment (They Have to stay)  
Based on costs that would be incurred in leaving organization
  - ③ Normative Commitment (They Should stay) [NPO]  
Based on ideology or a feeling of obligation to an organization.
- \* Best Predictor of affective commitment is interesting, satisfying work of the type found in enriched jobs.

## Consequences of Organizational Commitment

- Affective Commitment is positively related to performance because it focuses on goals and thus enhances motivation
- Continuance Commitment is negatively related to performance

## Chapter 5 - Theories of Work Motivation

### Motivation

Desire to work hard and apply effort to achieve a goal.  
→ Effort, Persistence, Direction and Goals

Motivation & Performance (contingencies & other factors present)  
High Motivation does not always mean Good Performance.

### Intrinsic Motivation

Performing the task for personal satisfaction  
→ Feelings of achievement, accomplishment, challenge; shows interest in the job itself

### Extrinsic Motivation

Exterior factors present in the work environment.  
→ Pay, Fringe Benefits  
⇒ Usually Applied by others

\* Over motivate with extrinsic motivators will take away from the intrinsic motivator.

### Self-Determination Theory

What Motivates people; is it autonomous or controlled?

### Autonomous Motivation

This is when people are motivated by intrinsic factors

### Controlled Motivation

Motivation is controlled externally; someone has power over you; they can reward you.

## Performance (Predictors of Performance)

The impact the employee has in contributing to the achievement of the objectives of the organization.

→ General Cognitive Ability, EI, Task Understanding and chance can play a role in performance.

## General Cognitive Ability (Intelligence)

Person's basic information processing capabilities and cognitive resources

## Emotional Intelligence (EI)

Individuals ability to understand & manage his/her own and others feelings & emotions.

- ① Perceiving Emotions accurately (your own & others)
- ② Using Emotions to facilitate thinking & reasoning
- ③ Understanding Emotions, emotional language and signals conveyed through emotions. [How emotions evolve & change over time.]
- ④ Managing Emotions to attain specific goals

## McClelland's Theory of Needs

Nonhierarchical need theory of motivation that outlines the conditions under which certain needs result in particular patterns of motivation.

- ① Need for Achievement → Desire to perform challenging tasks well. (Athlete & Entrepreneur) (Goals, Recognition, Personal Responsibility)
- ② Need for Affiliation → Strong desire to establish and maintain friendly compatible interpersonal relationships.  
\* Making the team is more important than winning.
- ③ Need for Power → Desire to influence others, making a significant impact or impression. (Journalist, Management)

## Expectancy Theory

IS the belief that motivation is determined by the outcomes that people expect to occur as a result of their actions on the job.

### (i) Outcomes

First Level Outcomes → Benefit Organization

Second Level Outcomes → Benefit You; consequences of First Level Outcome.

### (ii) Instrumentality

Probability that is first level outcome will lead to a particular second level outcome.

### (iii) Valence

Expected Values of the outcomes.

→ How appealing is it to the individual?

### (iv) Expectancy

Probability that the worker can achieve the first level outcome.

### (v) Force

The amount of effort put into the first level outcome.

\* Expectancy theory is based on the perceptions of the individual worker.

### Boost Expectations

\* Ensure employees are able to achieve first level Outcomes.

### Clarify Reward Contingencies

Ensure path between first & second level outcome are clear.

## Equity Theory

People are motivated to maintain an equitable exchange relationship.

When a situation is equitable, employee is satisfied and motivated.

## Tactics for reducing Inequity

- Perceptually distort one's own inputs and outcomes
- Perceptually distort inputs and outcomes of others.
- Choose another person or group to compare with.
- Alter one's inputs or outputs
- Leave the exchange relationships

## Gender & Equity

Men tend to compare themselves with other men and women tend to compare themselves with other women.

## Managerial Implications of Equity Theory

Most common, perceived underpayment will have a variety of negative motivational consequences for the organization, including low productivity, low quality, theft or turnover.

Employees decide what are relevant inputs & outputs and the comparison figure. Management must be sensitive to these decisions.

## Goal Setting Theory

Is a motivational technique that uses Specific, Challenging and Acceptable goals and provides feedback to enhance performance.

## Motivational Goals

When they are specific, challenging and when employees are committed to them. Feedback about progress toward goal attainment should also be provided.

Positive effects of goals are due to four mechanisms:

- direct attention toward goal relevant activities
- Greater Effort
- Increase and prolong Persistence
- Discovery and use of task relevant strategies for goal attainment.

## Goal Specificity

Specific Goals specify an exact level of achievement for people to accomplish in a particular time frame.

## Goal Challenge

Goals should be difficult but attainable.

## Goal Commitment

Goals aren't goals unless people are committed to them.

## Goal Feedback

Specific and Challenging goals are even more motivational when accompanied by ongoing feedback that lets people compare their performance with the goal.

- \* Most effective feedback should be accurate, specific, credible and timely.

## Enhancing Goal Commitment

### Participation

It can often increase commitment when a climate of mistrust is present between supervisor and employee.

### Rewards

Goal setting has led to performance increases without the need for monetary incentives for goal accomplishment.

### Supportiveness

For goal setting to work properly, supervisors must demonstrate a desire to help employees in goal accomplishment.

## Managerial Implications of Goal Setting Theory

Set specific and challenging goals and provide on going feedback so they can compare their performance with the goal.

## Cross Cultural Limitations

- \* Equity Theory will be limited by what is considered fair in a particular culture in terms of how rewards are allocated.
- \* Expectancy Theory is very effective when applied cross-culturally.
- \* Goal Setting has been found to predict, influence, and explain behaviour in many countries around the world.

## Chapter 6 - Motivation in Practice

### Money as a Motivator (High Valence)

Pay is a very Important Motivator

### Expectancy Theory

If pay can satisfy a variety of needs, it should be highly valent, and it should be a good motivator to the extent that it is clearly tied to performance.

### Job design as a Motivator

An attempt to capitalize on intrinsic motivation.

The goal of job design is to identify the characteristics that make some tasks more motivating than others

Many workers are motivated by stimulating, challenging and meaningful work.

### Job Scope and Motivation

Job Scope is the Breadth and depth of the job.

Breadth: # of different activities performed on the job.

Depth: Amount of control worker has over how tasks are performed.

High Scope Jobs should provide more intrinsic motivation.

### Job Rotation

Another approach for increasing the scope of an individual's job. Employees are rotated to different tasks and jobs in an organization.

It can provide a variety of challenging assignments, develop new skills and expertise, and prepare employees for future roles.

## Job Characteristics Model (FISAS)

There are several job characteristics that have a certain psychological impact on workers.

### Skill Variety

The opportunity to do various job activities while using various skills and talents.

### Autonomy

The freedom to choose work activities and decide work procedures. [corresponds to job depth]

### Task Significance

The impact the task has on others

Task Identity (Can you identify what you worked on?)  
Completing the job from beginning to end.

### Feedback

Information about the effectiveness of one's work performance  
→ Essential for high intrinsic motivation.

## Job Enrichment

The design of jobs to enhance intrinsic motivation, quality of working life, and job involvement

Increasing the motivating potential of jobs via the arrangement of their core characteristics.

## Job Involvement

Employees who are more involved in their job have higher job satisfaction and organizational commitment.

## Job Enrichment Procedures

### Combining Tasks (Adding More Work with Meaning)

Assigning various tasks that might be done by various workers to a single individual.

### Establishing External Client Relations (Dealing with external clients)

Putting employees in touch with people outside the organization who depend on products or services.

### Establishing Internal Client Relations (Working with ppl of another Dept.)

Putting employees in touch with people who depend on their products and services within the organization.

### Reducing Supervision or Reliance on Others

Increases Autonomy and Control one has over their work.

### Forming Work Teams

Making teams when product or service is too complex for 1 person.  
→ This can increase job identity

### Making Feedback More Direct

Allows workers to be identified with their own product or Service.

## Potential Problems with Job Enrichment

### Poor Diagnosis

A lack of careful diagnosis can bring about errors like increasing job breadth without changing any other job characteristics. → Can lead to Job Enlargement

### Lack of Desire or Skill

Some employees don't want enriched Jobs  
Some employees may not have the necessary skills to perform the enriched jobs well.

### Demand for Rewards

Workers who experience job enrichment often expect greater extrinsic rewards.  
→ Enriched Jobs often require the development of new skills and entail greater responsibilities.

### Union Resistance

Not enthusiastic about job enrichment.

### Supervisory Resistance

Enrichment increases autonomy of employees and it might negatively effect the enrichment of the supervisor's job.

## Management By Objectives (MBO)

Elaborate, systematic, ongoing program designed to help goal establishment, goal achievement and employee development.

### (MBO) Manager - employee interactions

- ① The Manager meets with individual employee to develop and agree on employee objectives.
  - ② There are periodic meetings to monitor employee progress in achieving objectives.
  - ③ An appraisal meeting is held to evaluate the extent of which the agreed upon objectives have been achieved.
  - ④ MBO cycle is repeated
- ⇒ MBO programs result in clear productivity gains.

### Factors that contribute to failure of MBO

- Lack of commitment from top manager
- Overemphasis on measurable objectives at the expense of more qualitative objectives.
- Excessive short-term orientation
- Performance reviews becomes an exercise in punishing employees for not achieving objectives.

## Alternative Working Schedules as Motivators for Diverse Work Force

### Flex-Time (Arrival & Departure times are flexible)

- Employees prefer it over fixed schedule
- Work attitudes are more positive.

### Compressed Workweek

- Workers work same number of hours but spread through a fewer amount of days. a week.
- Most Common 4-40 system
- Drawbacks (Reduced Customer Service, Negative effects of fatigue)

### Job Sharing

Two part-time employees divide work of a full-time job.

### Work Sharing

Get all employees to reduce # of work hours to avoid layoffs. (Cuts costs, Allows organization to maintain workers)

### Telecommuting

Employees are able to work at home but stay in touch with the office.

- Positive effect on job satisfaction and job performance and results in lower stress and turnover intentions.
- Positive effects of telecommuting are mostly due to an increase in perceived autonomy.
- Can have negative effect on relationship with co-workers
- Distractions from home environment, feelings of isolation and overwork.