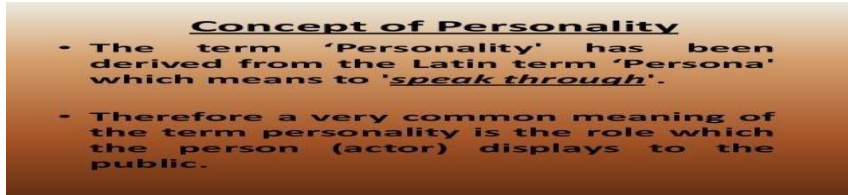


UNIT - II

Personality and Attitudes:



Every organization is a mix of individuals with a variety of personalities, values, and attitudes.

Personality and characteristics determine an employee's behavior and ability to perform.

Organizations hire people on the premise that they have certain knowledge, skills, abilities, personalities, and values which they bring to the workplace.

Role of Personality and Attitude in Organization:

Today, at the hiring stage itself many organizations are attempting to screen applicants who are more likely to fit with their company culture. Organizations want to hire individuals with positive traits and attitudes to create a healthy environment.

Personality Traits – Self Variables

These include self-monitoring, self-esteem, self-efficacy, etc.

- **Self-esteem** is the self-perceived competence and self-image. It is related to higher levels of job satisfaction and performance levels on the job. People with low self-esteem experience high levels of self-doubt and question their self-worth.
- **Self-monitoring** is the extent to which a person is capable of monitoring his or her actions and appearance in social situations.
- **Self-efficacy** is the belief in one's abilities that one can perform a specific task successfully.

A person may have high self-efficacy in being successful academically, but low self-efficacy in relation to his/her ability to fix the car.



In a workplace environment, you can see where attitude is important. Someone's personality may be cheerful and upbeat. These are the prized employees because they help bring positive perspective to

the workplace. Likewise, someone with a negative attitude is usually someone that most people prefer not to work with. The problem with a negative attitude is that it has a devastating effect on everyone else

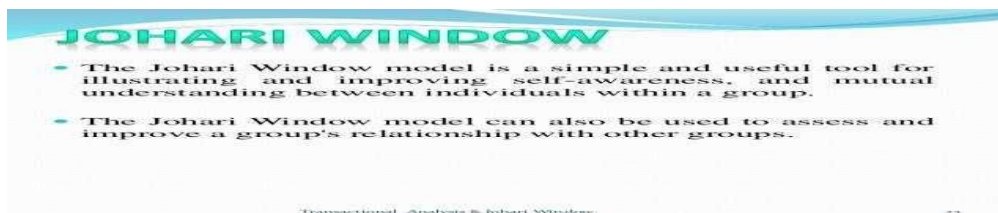


Now, count the number of true and false answers. The more false answers you have, the better attitude you tend to have. If you have many true answers, what are some ways to help you change to a more positive attitude?



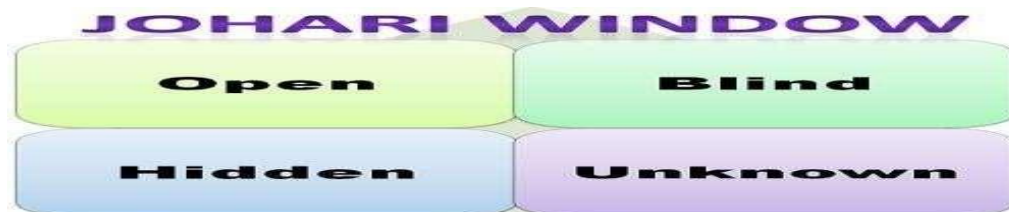
JohariWindow:

Definition: The **Johari Window** is the psychological model developed by Joseph Luft and Harrington Ingham, that talks about the relationship and mutual understanding between the group members. In other words, a psychological tool that helps an individual to understand his relationship with himself and with other group members is called as a Johari Window.



The objective behind the creation of a Johari window is to enable an individual to develop trust with others by disclosing information about himself and also to know what others feels about himself through feedback.

The Johari Window model is made up of four quadrants that explain the overall relationship of an individual with himself and with other group members. These are as follows:



1. **Open Self:** This quadrant shows the behavior, motives, attitudes, and knowledge skills of an individual that he is aware of and is willing to share it with others. The open self is characterized as a state wherein the individual is open and straight forward to himself and others about what he is doing, how is he doing and what his intentions are.

2. **Blind Self:** The blind self shows the state of an individual known to others but not known to him. It usually happens, when an individual or a subject copies the behavior of some significant personalities unconsciously since his childhood.

3. **Hidden Self:** This quadrant of the Johari window shows the state of an individual known to him but not known to the others. This is generally seen in the individuals who are introvert and do not like to share their private lives with anyone. The individual keeps his feelings, ideas or thoughts to himself and do not disclose it in front of the others.

4. **Unknown Self:** the unknown self is not the mysterious state of an individual known to him, nor others know about it. Often the feelings, thoughts or ideas go so deep down the individual that it becomes difficult for the individual as well for the other people to understand it.

The ultimate need is to enlarge the open self quadrant with the intent to establish a fruitful relationship with the self as well with others such that the work can be performed efficiently when working as a team.

Nature and Dimension of Attitudes:

Nature of Attitude

- Attitudes are a complex combination of things we tend to call personality, beliefs, values, behaviours, and motivations.
- An attitude exists in every person's mind. It helps to define our identity, guide our actions, and influence how we judge people.
- Although the feeling and belief components of attitude are internal to a person, we can view a person's attitude from his or her resulting behaviour.
- Attitude helps us define how we see situations, as well as define how we behave toward the situation or object.
- Attitude provides us with internal cognitions or beliefs and thoughts about people and objects.
- Attitudes cause us to behave in a particular way toward an object or person.

THE NATURE AND DIMENSIONS OF ATTITUDES

"Attitudes"

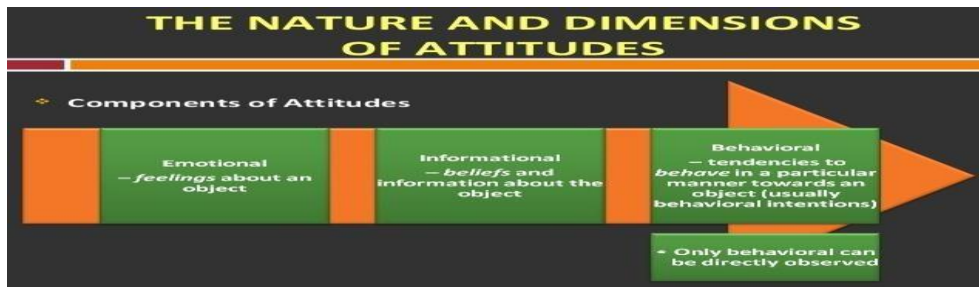
The attitude is the evaluative statements or judgments concerning objects, people, or events. More precisely attitudes can be defined as a persistent tendency to feel and behave in a particular way toward some object which may include events or individuals as well.

Characteristics of Attitudes

- ✦ They tend to persist unless something is done to change them.
- ✦ They can fall anywhere along a continuum from very favorable to very unfavorable.
- ✦ They are directed toward some object about which a person has feelings and beliefs.

Attitude

A learned predisposition to respond to an object in a consistently positive or negative way



Job satisfaction and organizational commitment:

For the first time in several years, the number of employees who say they are satisfied with their current job took a big jump, rising from 81% in 2013 to 88% in 2016, according to the Employee Job Satisfaction and Engagement Report by the Society for Human Resource Management (SHRM). Most organizations strive for employee satisfaction, but not all attain this goal. That's why it's important for human resources professionals to know more about the factors that can increase employee satisfaction, and how it fits into a company's overall success.

Factors of Workplace Satisfaction

Keeping employees engaged and satisfied takes more than just good pay and benefits. The following list reveals some of the key job satisfaction aspects cited by employees:

- **Respect** – According to the SHRM report, employees rate respectful treatment of all employees as the most important factor in job satisfaction.
- **Trust** – Perhaps because of workplace uncertainty in the years following the Great Recession, employees indicated that trust between themselves and senior management was another highly important satisfaction factor.
- **Security** – If you've ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety. Organizations can provide a sense of security through honest communication and transparency about the company's health and long-term viability.
- **Healthy Environment** – Workplaces that are free from stress, morale issues, harassment and discriminatory practices can create a positive and healthy environment for everyone.

How Important is Job Satisfaction?

There is little doubt that great employees are an organization's number one resource. Keeping workers happy helps strengthen a company in many ways, including:

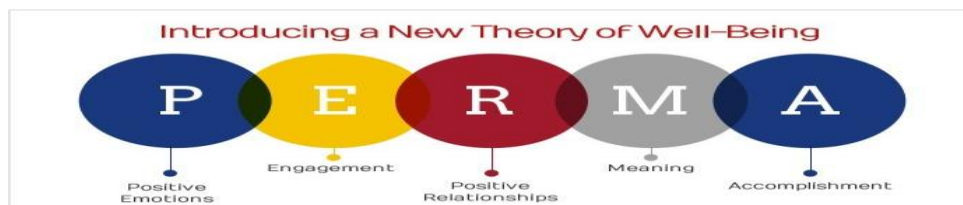
- **Lower Turnover** – Turnover can be one of the highest costs attributed to the HR department. Retaining workers helps create a better environment, and makes it easier to recruit quality talent and save money. The bottom line: satisfied employees are typically much less likely to leave.
- **Higher Productivity** – Irrespective of job title and pay grade, employees who report high job satisfaction tend to achieve higher productivity.
- **Increased Profits** – Keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line.
- **Loyalty** – When employees feel the company has their best interests at heart, they often support its mission and work hard to help achieve its objectives. And, they may be more likely to tell their friends, which helps spread goodwill.



The PERMA theory, created by the founder of positive psychology Prof. Seligman, summarises the key ingredients of living a fulfilling life as follows:

- Positive emotion – feeling happy day-to-day.
- Engagement – challenging, absorbing tasks.
- Meaning – having a purpose higher than yourself.
- Relationships – connecting with others.
- Achievement – being good at something.

It isn't consensus that these factors *constitute* well-being, but it is widely agreed that they are important determinants of well-being.



Self-determination theory claims there are three fundamental parts to human well-being:

1. Competence – experiencing control and mastery
2. Relatedness – connecting with others
3. Autonomy – having choice and control



What is organizational commitment?

Organizational commitment is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal.

Theory of organizational commitment

A distinguished theory in organizational commitment is the Three-Component Model (TCM).

According to this theory, there are three distinct components of organizational commitment:

1.Affective commitment: This is the emotional attachment an employee has towards the organization. This part of TCM says that an employee has a high level of active commitment, then the chances of an employee staying with the organization for long are high. Organization, proactive work ethics, etc.

2.Continuanace commitment: This is the level of commitment where an employee would think that leaving an organization would be costly. When an employee has a continuance in commitment level, they want to stay in the organization for a longer period of time because they feel they must stay because they have already invested enough energy and feel attached to the organization – attachment that is both mental and emotional.

3.Normative commitment: This is the level of commitment where an employee feels obligated to stay in the organization, where they feel, staying in the organization is the right thing to do. What are the factors that lead up to this type of commitment? Is it a moral obligation where they want to stay because someone else believes in them?



It is important to understand that the level of commitment depends on multiple factors and can vary from one individual to another. For example, hypothetically consider, an individual is working with a lucrative market research firm and is being paid handsomely.

Key benefits and advantages of organizational commitment

Since organizational commitment determines how long employees will stay with your organization, committed employees are any and every organization's assets. Some of the key benefits and advantages of organizational commitment are as follows:

1. High employee productivity

Committed employees are highly productive. They believe in the organization, its goals, vision, mission, and the leadership team. These employees not only demonstrate high levels of productivity, but they also ensure their colleagues and team members too display the same.

2. Reduced absenteeism

A committed and motivated staff will report much lesser absenteeism than their peers. Committed employees look forward to going to work, completing their work, helping out projects, and contributing toward organizational goals.

3. Excellent team players

Since dedicated employees are heavily invested in the organization, and it's success, they are great at collaborating with, and working in teams. They contribute significantly to boosting the team's productivity.

4. Strong advocates

Dedicated and committed employees believe in their organization, and hence, are effective and positive advocates of their employers. They are strong believers and supporters of their employer's products, services, and policies.

How to improve organizational commitment?

High levels of organizational commitments are related to superior business performance, increased profitability, improved productivity, employee retention, customer satisfaction metrics, reduced customer churn, and above all improving the workplace culture. That's the level of commitment an organization would expect from its employees. But how do we get there?

Here are some tips to improve organizational commitment:

1. Create a strong teamwork culture:

Building a strong teamwork culture facilitates a healthy work environment. No two employees in an organization can be exactly the same. When people come from different backgrounds, there will be differences in the way they see and perceive things and the same holds true when people work in a team.

2. Communicate clear goals and expectation to the employees

Most employees want to be a part of an irresistible future, they want to know what is most important in their job and how can they achieve excellence in their job. For objectives to have meaning and be effective, employees should be communicated clearly the goals and expectations of the management..

3. Be transparent and encourage open communication

Let employees be participative in what is happening within the organization, as well as how they can contribute more towards the development of the organization. When an organization is transparent

with its employees and shares numbers and figures with them, they are greater chances that employees feel valued and increased sense of belonging.

4. Maintain work ethics

Employees would want to feel good about the organization they are working with. Having high standards of work ethics makes employees feel motivated and respectful towards the organization. When employees know that an organization has high morals, they stay associated with the organization.

5. Foster a positive work culture

Positive work culture is where employees feel happy to be a part of the organization, where they feel motivated and encouraged to share new ideas and facilitate communication with the management without having the fear of being misunderstood. Encourage employees to find a personal fit with the organization's culture.



Motivation Theories

Motivation is a state-of-mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals. Motivation is a force which pushes a person to work with high level of commitment and focus even if things are against him. Motivation translates into a certain kind of human behaviour.

Motivation is a huge field of study. There are many theories of motivation. Some of the famous motivation theories include the following:

1. Maslow's hierarchy of needs

Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Below is the hierarchy of needs:

- Physiological: Physical survival necessities such as food, water, and shelter.
- Safety: Protection from threats, deprivation, and other dangers.
- Social (belongingness and love): The need for association, affiliation, friendship, and so on.
- Self-esteem: The need for respect and recognition.

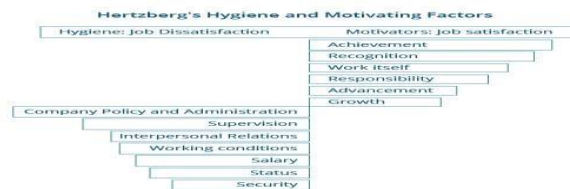
- Self-actualization: The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need to which a human being .



The leader will have to understand the specific need of every individual in the team and accordingly work to help fulfil their needs.

2. Herzberg's two factor theory

Herzberg classified the needs into two broad categories namely hygiene factors and motivating factors.



Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and employee's motivation for higher performance. Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.

3. McClelland's theory of needs

McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

The three motivators are:

Achievement: a need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.

Affiliation: a need for love, belonging and social acceptance People with a high need for affiliation is motivated by being liked and accepted by others. They tend to participate in social gatherings and may be uncomfortable with conflict.

Power: a need for control own work or the work of others People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance.

Vroom's theory of expectancy

Victor Vroom stated that people will be highly productive and motivated if two conditions are met: 1) people believe it is likely that their efforts will lead to successful results and 2) those people also believe they will be rewarded for their success.

McGregor's theory X and theory Y

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first is basically negative, labelled as Theory X, and the other is basically positive, labelled as Theory Y. Both kinds of people exist. Based on their nature they need to be managed accordingly.

Theory X: The traditional view of the work force holds that workers are inherently lazy, self-centred, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.

Theory Y: This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.

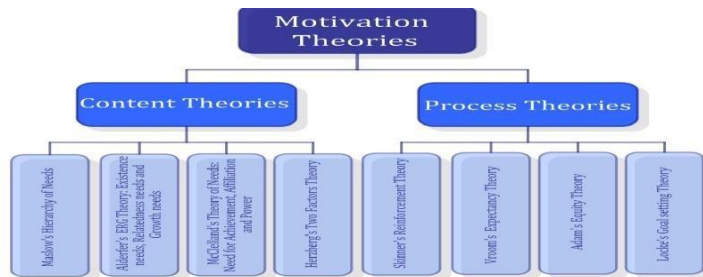


Figure 4. Vroom's expectancy theory (Source: Author's own figure)

A person who doesn't see the connection between effort and performance will have zero expectancy.

A person who can't perceive the link between performance and reward will have zero instrumentality.

For a person who doesn't value the anticipated outcome, reward will have zero valence.

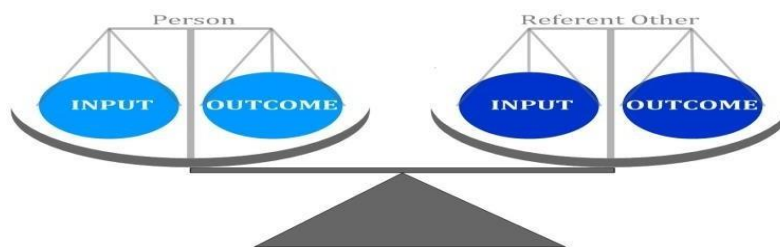


Figure 5. Adams' equity theory (Source: Author's own figure)

At the workplace the workers put inputs into the job, such as education, experience, effort, energy, and expect to get some outcomes such as salary, reward, promotion, verbal recognition, and interesting and challenging work each in equal amounts (Figure 6).

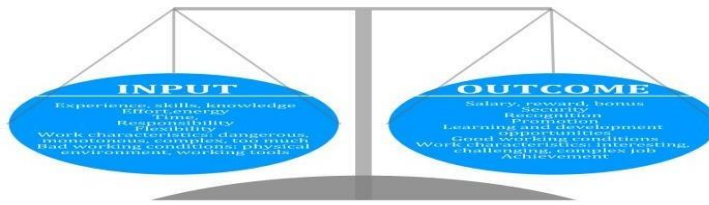


Figure 6. Examples for the inputs and outcomes in the equity theory (Source: Author's own figure)

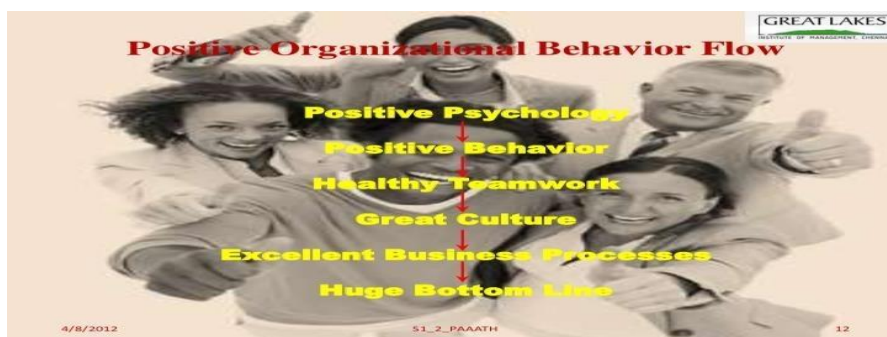


Figure 7. Process of motivation according to goal-setting theory (Source: Author's own figure)

Positive Organizational Behaviour

- Study and application of positive human resource strengths and psychological capacities that can be measured, developed and managed for performance improvement in today's work place.
- POB was initiated by Martin Seligman in 1998.
- Positive psychology wants to shifts the focus from mental illness to mental health
- Thus focussing on building human strength.
- Fred Luthans in 1999 integrated positive psychology to organization and started the positive organizational behaviour research work.

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What Is Emotional Intelligence?

Emotional intelligence or EI is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

For leaders, having emotional intelligence is essential for success. After all, who is more likely to succeed – a leader who shouts at his team when he's under stress, or a leader who stays in control, and calmly assesses the situation?

According to **Daniel Goleman**, an American psychologist who helped to popularize emotional intelligence, there are five key elements to it:

1. Self-awareness.
2. Self-regulation.
3. Motivation.
4. Empathy.
5. Social skills.

The more that you, as a leader, manage each of these areas, the higher your emotional intelligence.

So, let's look at each element in more detail and examine how you can grow as a leader.

Emotional Intelligence in Leadership

1. Self-awareness

If you're self-aware, you always know how you feel, and you know how your emotions and your actions can affect the people around you. Being self-aware when you're in a leadership position also means having a clear picture of your **strengths and weaknesses**, and it means behaving with **humility**.

So, what can you do to improve your self-awareness?

- **Keep a journal** – Journals help you improve your self-awareness. If you spend just a few minutes each day writing down your thoughts, this can move you to a higher degree of self-awareness.
- **Slow down** – When you experience anger or other strong emotions, slow down to examine why. Remember, no matter what the situation, you can always choose how you react to it. (Our article on **Managing Your Emotions at Work** will help you understand what your emotions are telling you.)

2. Self-regulation

Leaders who regulate themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values. Self-regulation is all about staying in control.

Know your values – Do you have a clear idea of where you absolutely will not compromise? Do you know what **values** are most important to you? Spend some time examining your "code of ethics." If

you know what's most important to you, then you probably won't have to think twice when you face a moral or ethical decision – you'll make the right choice.

Hold yourself accountable – If you tend to blame others when something goes wrong, stop. Make a commitment to admit to your mistakes and to face the consequences, whatever they are. You'll probably sleep better at night, and you'll quickly earn the respect of those around you.

Practice being calm – The next time you're in a challenging situation, be very aware of how you act. Do you relieve your stress by shouting at someone else? Practice deep-breathing exercises to calm yourself. Also, try to write down all of the negative things you want to say, and then rip it up and throw it away. Expressing these emotions on paper (and not showing them to anyone!) is better than speaking them aloud to your team. What's more, this helps you challenge your reactions to ensure that they're fair!

3. Motivation

Self-motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work.

How can you improve your motivation?

4. Empathy

For leaders, having empathy is critical to managing a successful team or organization. Leaders with empathy have the ability to put themselves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

If you want to earn the respect and loyalty of your team, then show them you care by being empathic.

How can you improve your empathy?

5. Social Skills

Leaders who do well in the social skills element of emotional intelligence are great communicators. They're just as open to hearing bad news as good news, and they're expert at getting their team to support them and be excited about a new mission or project.

What is Self-Efficacy?

Self-Efficacy is the belief that you are capable of achieving a specific goal or performing a specific task.

Self-efficacy is task specific. For example, if your boss asked you to manage a simple project then you might feel confident in your ability to complete this task.

The higher your self-efficacy the more you will believe you are capable of achieving a task or goal.

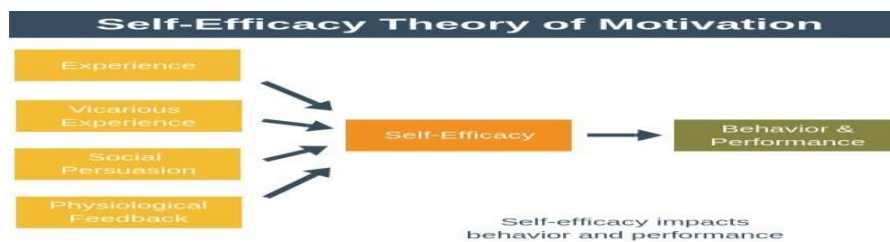
Conversely, the lower your self-efficacy the less you will believe you are capable of achieving a task.



The Self-Efficacy Theory of Motivation was developed by Albert Bandura. Bandura, born 1925, is a Canadian psychologist, who described self-efficacy in detail in his 1997 book, *Self-Efficacy: The Exercise of Control*.

How We Determine Our Self-Efficacy

There are four factors we use to determine our self-efficacy and in turn our performance for a task.



1. Experience

Experience refers to your past experience of completing similar tasks. This is the most important factor in self-efficacy.

If you performed a similar task well in the past, then you are more likely to be confident that you can complete similar tasks well in the future.

2. Vicarious Experience

You can develop self-efficacy vicariously by watching other people perform a task.

If you watch someone similar to you perform a task and succeed at that task then your self-efficacy will increase. Conversely, if you watch someone similar to you perform a task and fail then this can have a negative effect on your self-efficacy.

3. Social Persuasion

You can increase your self-efficacy if others give you encouragement that you can perform a task.

Likewise, your self-efficacy will decrease if you receive discouraging or disparaging remarks about your ability to perform a task.

4. Physiological Feedback

When confronted with a task you experience a sensation from your body. How you interpret these signals will impact your self-efficacy.

For example, if you are due to perform a presentation to a large crowd of people you might experience butterflies in your stomach.