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Online Class 2: Decoding Human Behaviour and Personality

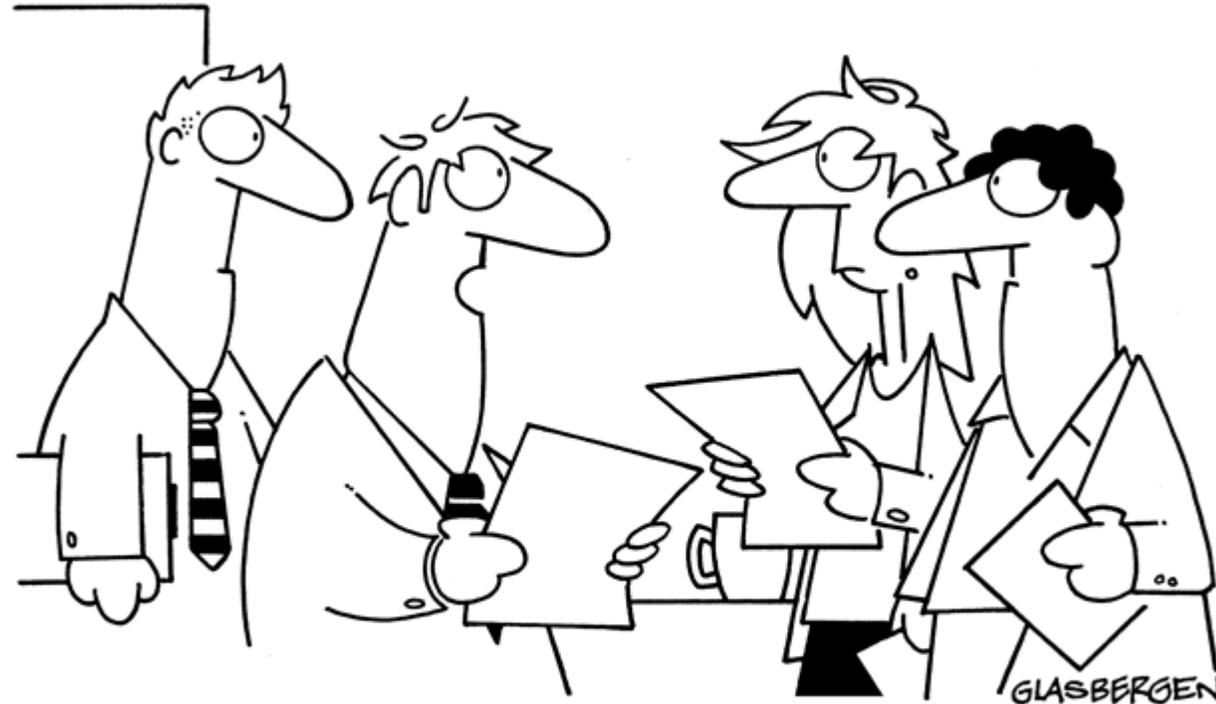
FAM4362 - 310. Group Dynamics: Organizational Behaviour



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Decoding Human Behavior and Personality

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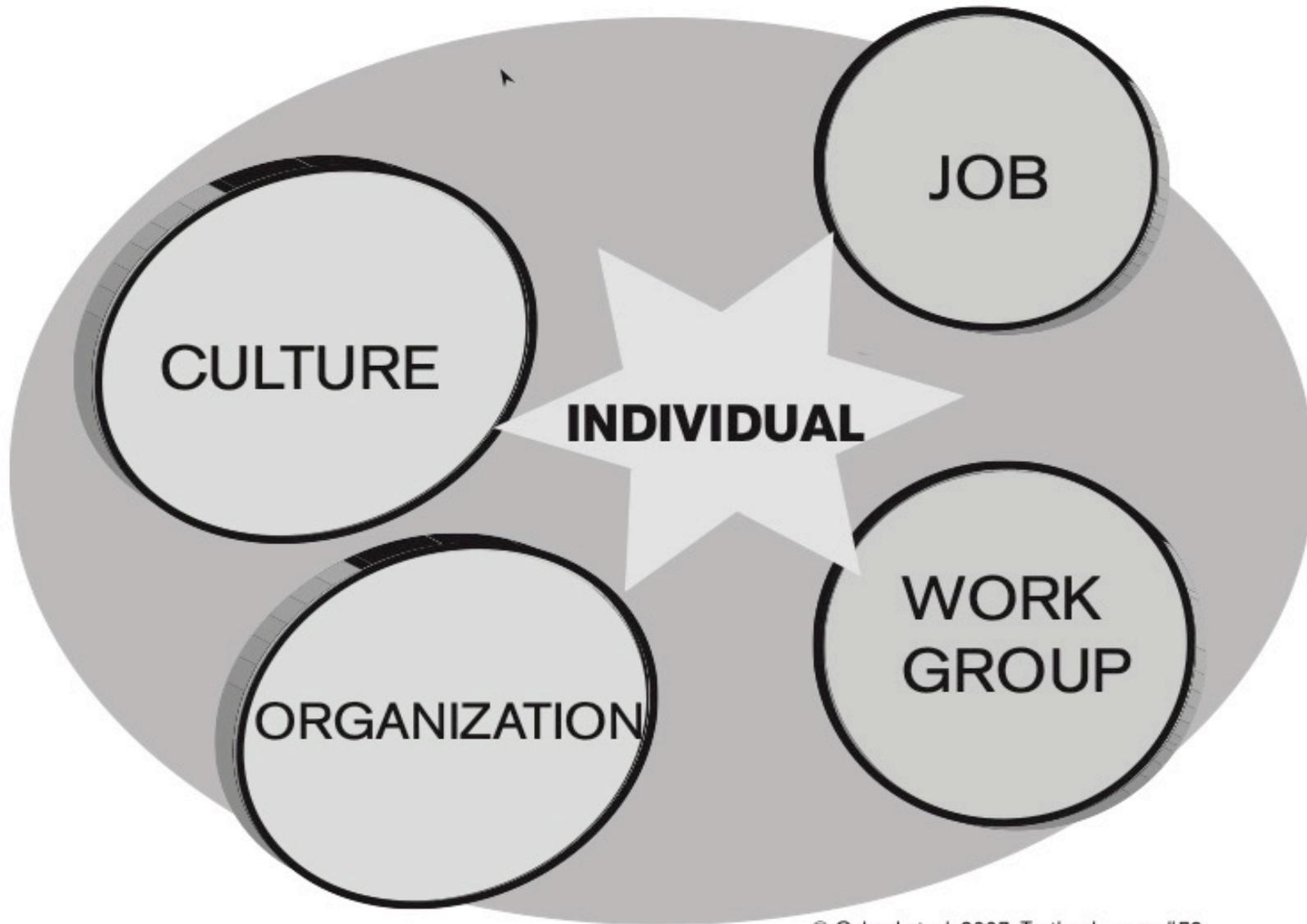


“If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way.”

Individual Behavior

- Before going too far into understanding groups and organizations, it is important to understand ourselves as *individuals*.
- **Personal** characteristics such as one's *abilities, motivations* and *personality* can influence an individual's behaviours in a workplace.
- The **Job** an employee performs can affect how an individual behaves (for example even if perfection is not part of one's personality, having a job like nursing and other jobs may require perfection - there is no room for errors);
- The **Workgroup** norms, size, leadership and structure also influence individual behaviours;
- The **Organizations** practices such as reward systems, performance appraisal procedures, and staff resources also can influence behavior;
- The **culture** of the nation, region, municipality and the many sub-cultures surrounding individuals, influences on behaviours.



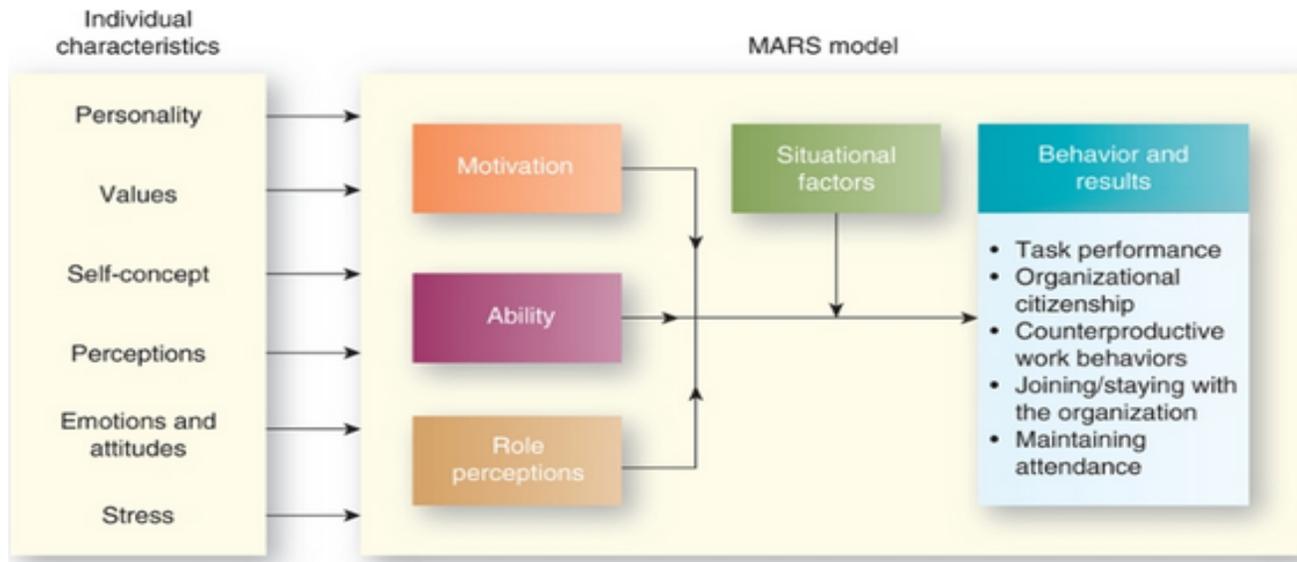


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"MARS" Model of Individual Behaviour and Performance

The diagram below highlights four 'MARS' variables that are considered to be the direct predictors of employee performance, customer service, co-worker collegiality, ethical behaviour, and all other forms of voluntary behaviour in the workplace. (McShane, Steen, Tasa. 2015).



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"MARS" Model of Individual Behaviour and Performance

- (1) **Motivation.** This represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behaviour. (*Motivation is a topic in a future class*).
- (2) **Ability.** This includes both the natural aptitudes and the learned capabilities required to successfully complete a task. What are you able to do physically, mentally, emotionally, etc.
- (3) **Role Perceptions.** Motivation and ability are important influences on individual behaviour and performance, but employees also require accurate role perceptions to perform their jobs well. Role perceptions refer to how clearly people understand the job duties (roles) assigned to or expected of them.
- (4) **Situational Factors.** Individual behaviour and performance also depend on the situation. This refers to conditions beyond the employee's immediate control that constrain or facilitate behaviour and performance.



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"MARS" Model of Individual Behaviour and Performance

Motivation

Ability

Role perceptions

Situational Factors

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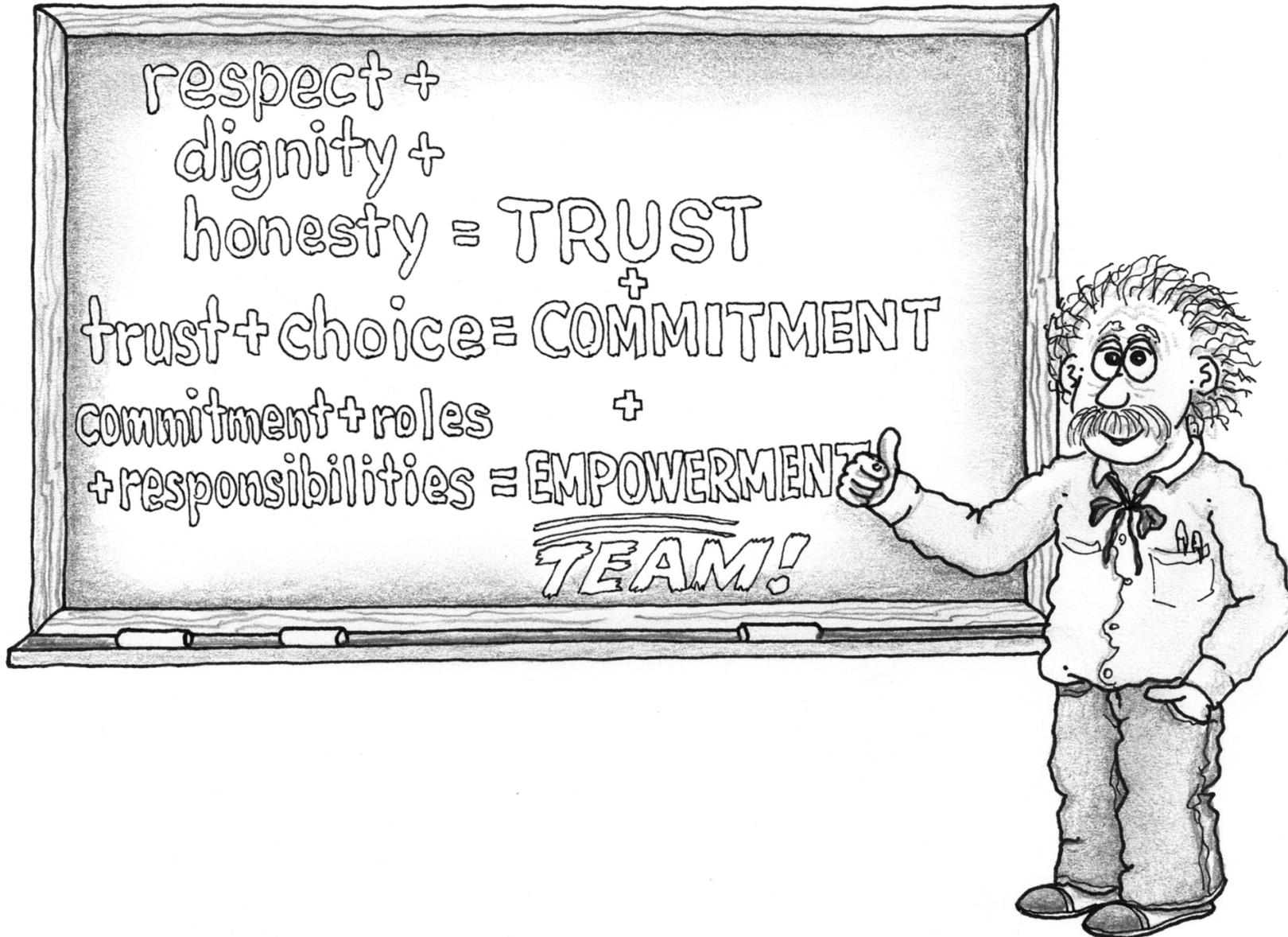
APPLICATION OF MARS.



Think of an organization you worked or volunteered for..

- (a) What motivated you as an employee/ volunteer there?
- (b) Could the workplace have done more to motivate you?
- (c) What abilities did you bring to your paid or volunteer work?
- (d) Are they the abilities that are needed?
- (e) What was your perceived role? Was it clear to you? Others?
- (f) Remember the Einstein graphic shared in class 1. How empowered were you at that workplace?
- (g) Did any situational factors emerge that influenced your choice to stay or leave the workplace?





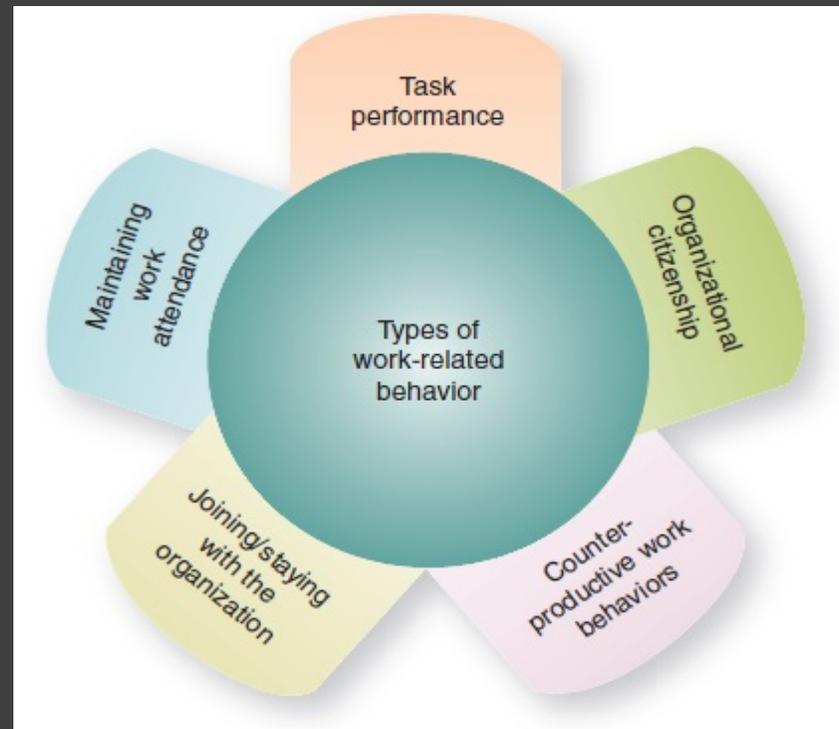
There are many varieties of individual behaviour, but most can be organized into the five categories described in the image below: (1) Task performance; (2) Organizational citizenship behaviours; (3) Counterproductive work behaviours; (4) Joining and staying with the organization; and (5) maintaining work attendance (McShane, Steen, Tasa, 2015).



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5 Types of Individual Behaviour

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(1) Task Performance

Most jobs require incumbents to complete several tasks. For example, foreign exchange traders at RBC Capital Markets in Toronto and elsewhere must be able to identify and execute profitable trades, work cooperatively with clients and coworkers, assist in training new staff, and work on special telecommunications equipment without error. These tasks involve various degrees of working with people, data, things, and ideas.

(2) Organizational Citizenship

Employee behaviour extends beyond performing specific tasks. It also includes various forms of cooperation and helpfulness to others that support the organization's social and psychological context. These activities are called organizational citizenship behaviours (OCBs). OCBs can have a significant effect on individual, team, and organizational effectiveness.

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(3) Counterproductive Work Behaviours

Organizational behaviour is interested in all workplace behaviours, including dysfunctional activities collectively known as counterproductive work behaviours (CWBs). CWBs are voluntary behaviours that have the potential to directly or indirectly harm the organization. Some of the many types of CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods (e.g., shortcuts that risk the work quality), being untruthful, stealing, sabotaging work, avoiding work obligations (lateness), and wasting of organizational resources. CWBs are not minor concerns; research suggests that they can substantially undermine the organization's effectiveness.

(4) Joining and staying with the organization

Organizations are people working together toward common goals, so hiring and retaining talent is another critical set of behaviours. Companies with high turnover suffer because of the high cost of replacing people who leave. When people leave, some of this vital knowledge is lost, often resulting in lower productivity, poorer customer service, etc...
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(5) Maintaining work attendance

Along with attracting and retaining employees, organizations need everyone to show up for work at scheduled times. Why are employees absent or late for work? Employees often point to situational factors, such as bad weather, transit strike, personal illness, and family demands (e.g., sick children). These are usually important factors, but some people still show up for work because of their strong motivation to attend, whereas others take sick leave at the slightest sign of bad weather or illness. Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those difficult conditions.

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Personality Determinants: Nature vs. Nurture

Nature refers to our genetic or hereditary origins—the genes that we inherit from our parents. Genetic code not only determines our eye colour, skin tone, and physical shape; it also significantly affects our attitudes, decisions, and behaviour.

Nurture refers to our socialization, life experiences, and other forms of interaction with the environment. Personality develops and changes mainly when people are young; it stabilizes by about 30 years of age, although some experts say personality development continues to occur through to age 50. It is important to note that life experiences, particularly early in life, also shape each individual's personality traits.

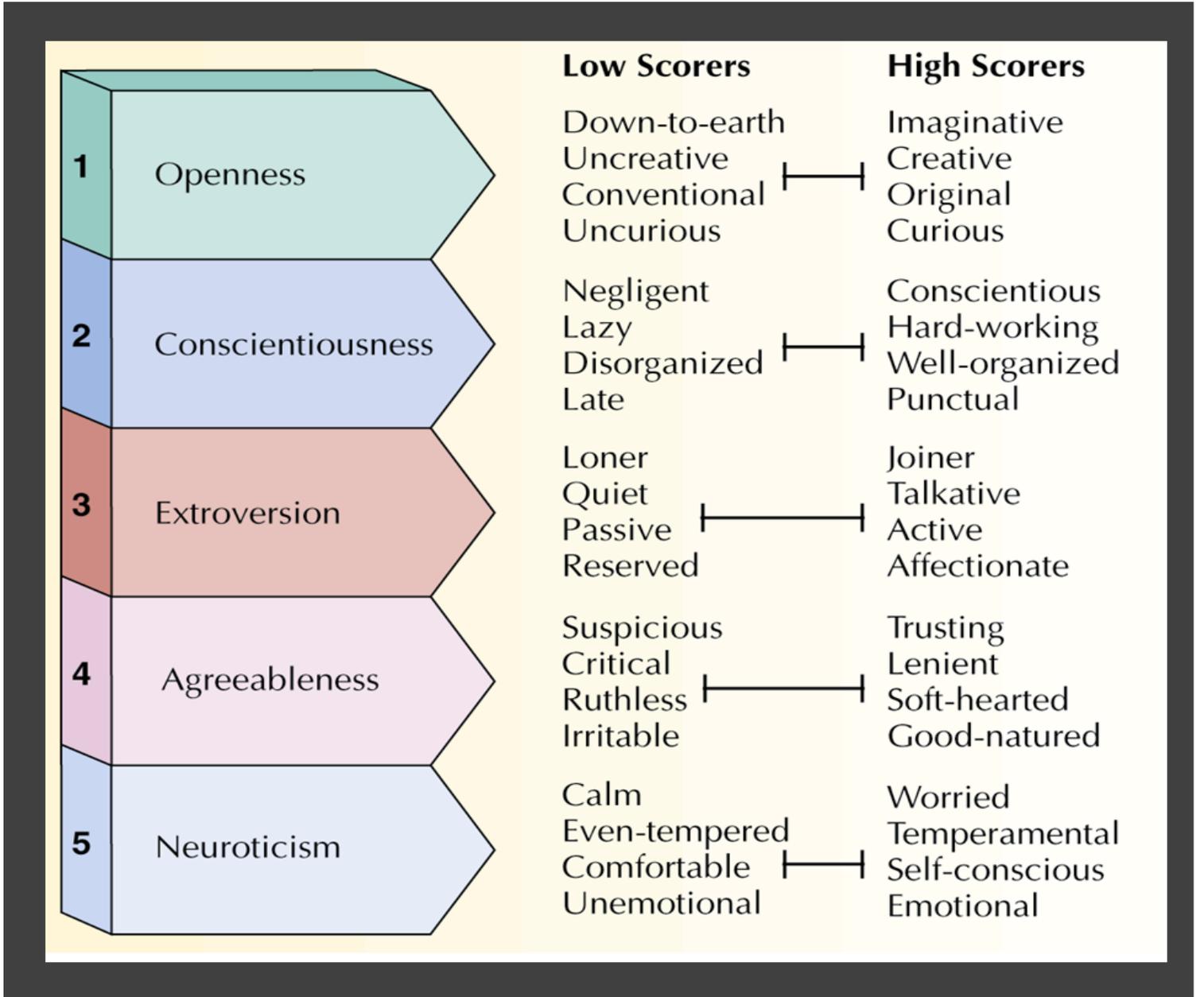
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The Big Five Model (OCEAN)

In the field of psychology, **trait theory** is an approach to the study of human personality. Trait theorists are primarily interested in the measurement of *traits*, which can be defined as habitual patterns of behavior, thought and emotion. The most researched and respected clustering of personality traits is the **five-factor model (FFM)**, illustrated here as the **OCEAN Big Five Model**.



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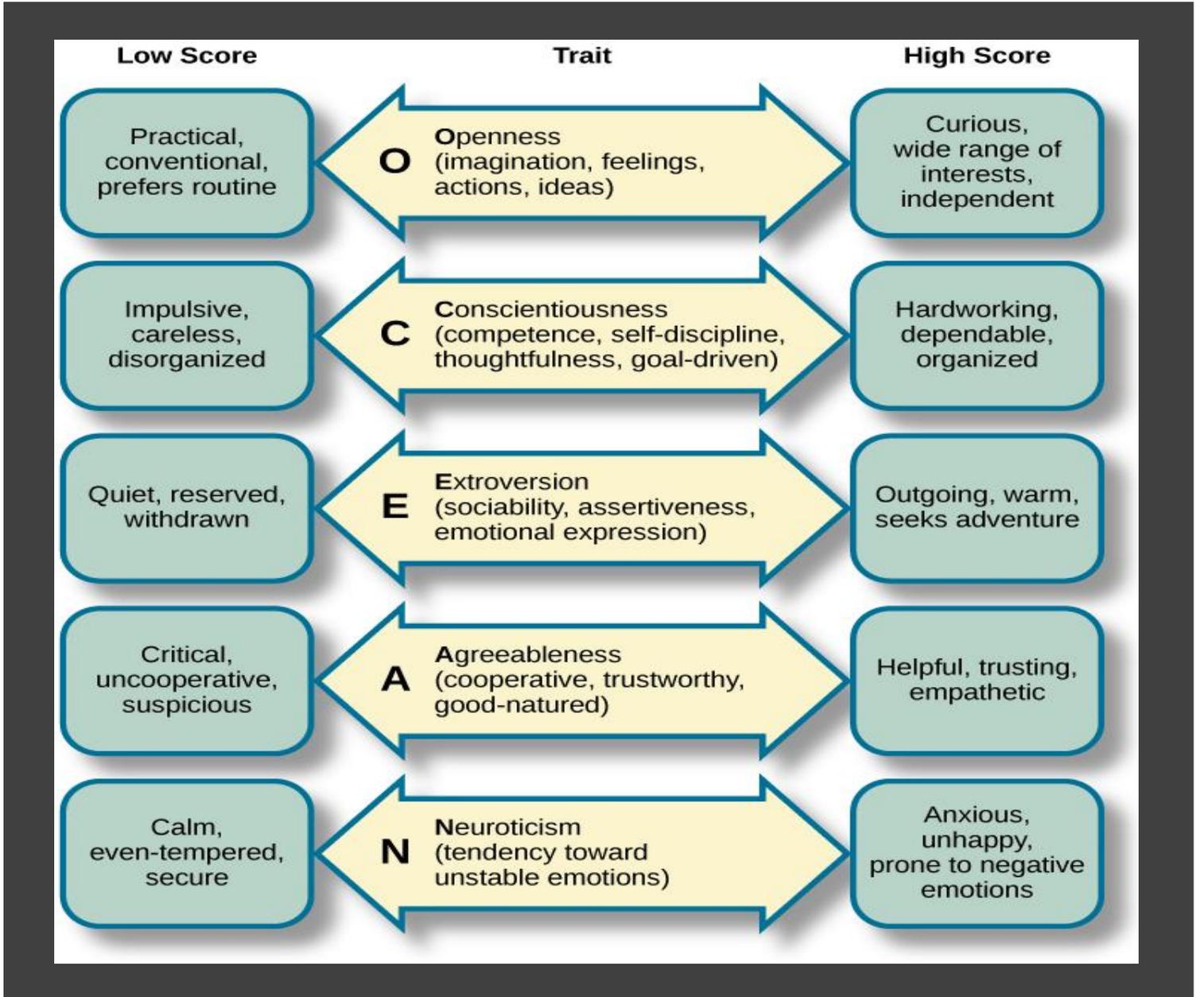


The Big Five Model (OCEAN)

See this weeks video for more information on this model.



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Other Models

Although there are many personality trait models, the most commonly used model in the USA is the Myers Briggs Type Indicator.



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INTERACTION WITH WORLD

- I** **INTROVERTS** often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.
- E** **EXTROVERTS** are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

DECISION-MAKING

- T** **THINKERS** tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.
- F** **FEELERS** tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

ABSORPTION OF INFORMATION

- S** **SENSORS** are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.
- N** **INTUITIVES** prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

ORGANIZATION

- J** **JUDGERS** tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.
- P** **PERCEIVERS** prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

Other Models

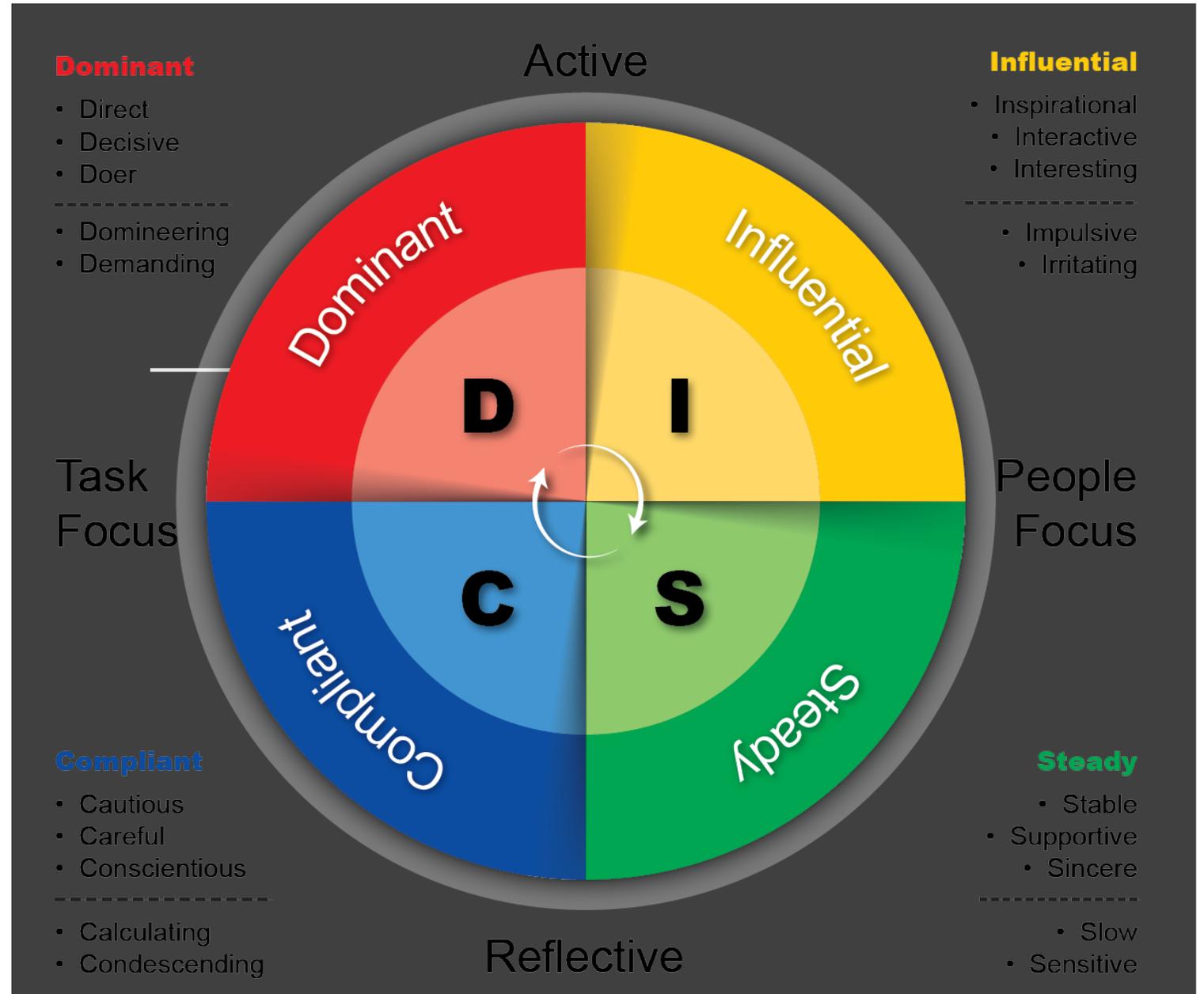
The model we will discuss further in class is the DISC model.

Though it is not a complete assessment - please click this LINK to get your DISC assessment for free:

<https://www.onlinepersonalitytests.org/disc>



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