



Foundations of individual behavior

ORGANIZATIONAL BEHAVIOR

Chapter

2

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INDIVIDUAL BEHAVIOR—CONCEPT

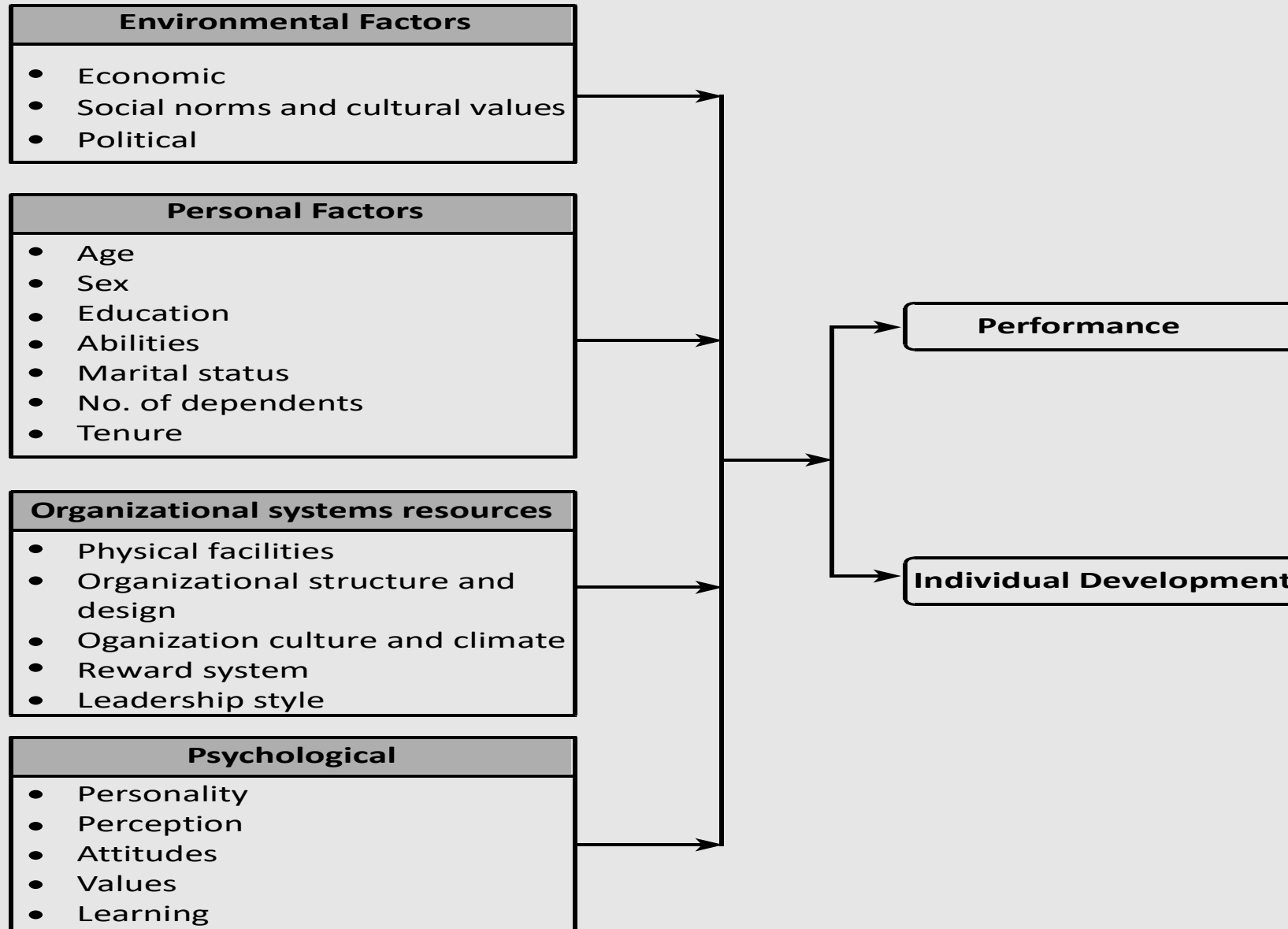
- Every individual is different -physical characteristics, abilities, psychological needs, intelligence, etc.
- The challenge of an effective organization is in successfully matching the task, the manager and the subordinate.
- A manager has to use the existing resources for a given task, and must have the ability to understand the differences in individual behaviors and use them appropriately to increase the synergy.
- *Kurt Levin*- individuals are influenced by a number of diversified factors both genetic and environmental.
- Individual behavior is a function of person, environment and organization systems and psychological factors.

FACTORS INFLUENCING INDIVIDUAL BEHAVIOR

Individual behavior is influenced by several factors such as:

- Personal factors
- Psychological factors
- Environmental factors and
- Organizational factors (system and resources)

FACTORS INFLUENCING INDIVIDUAL BEHAVIOR



PERSONAL FACTORS

- **Age** [*impact productivity, performance, satisfaction, absenteeism and turnover in workplace; experience, judgment, a strong work ethic and commitment to quality to their jobs, lacking flexibility and resistant to new technology*]
- **Gender** [*No difference in mental abilities, problem-solving ability, analytical skills and competitive drive. However, women's responsibilities, may affect their job performance, turnover and absenteeism, women - less aggressive, Men- more aggressive, more ambitious.*]
- **Education** [*education disciplines a person, positive outcomes, deserves a better placement, performance*]
- **Abilities:** [*perform mental activities and usually represent the intelligence- (i) intellectual abilities and (ii) physical abilities.*]
- **Marital status:** [*married employees have fewer absences, undergo fewer turnovers, and are more satisfied with their jobs than are their unmarried coworkers.*]
- **Number of dependents:** [*Absenteeism, turnover is inversely related to the number of dependents on the employee.]*]
- **Length of service/tenure:** direct impact on job performance, turnover and productivity.

ENVIRONMENTAL FACTORS

- **Economic factors** *[employment level, wages rates, economic outlook, and technological change]*
- **Socio-cultural factors** *[employee's relationship with family members, friends, colleagues, supervisors and subordinates. Social norms, customs, traditions behavior of individual person, society's basic value, work ethics, preferences and behavior.]*
- **Political factors:** *[stability- can affect employment opportunities and higher wages, instability- unemployment increases and wages decrease, leading to a high level of insecurity and dissatisfaction among individual employees.]*

ORGANIZATIONAL SYSTEMS AND RESOURCES (ORGANIZATIONAL FACTORS)

- **Physical facilities** [lighting, ventilation, air conditioning, noise level, painting on walls, nature of job, space and equipment provided]
- **Organizational structure and design** [structure, role and responsibilities, clear authority, responsibility and unity of command]
- **Organization culture and climate** [Values, ethics, beliefs, ethos, climate and culture]
- **Reward system** [reward and recognition system - through appreciation, encouragement, and awards]
- **Leadership style** [leadership and supervision provides direction, assistance, advice, guidance and coaching.]

PSYCHOLOGICAL FACTORS

- **Psychological** [mental features and attribution]
- **Personality** [determine our thoughts, feelings and behavior. Heredity, family, society, culture and situation influence the personality of an individual.]
- **Perception** [individuals organize and interpret their sensory impressions in order to give meaning to their environment; perform better if they are going to perceive work environment in a positive way]
- **Values** [decision about and evaluations of behavior and events, whether they are right or wrong; values are the foundation for behavioral differences; differ across cultures]
- **Attitudes** [mind-set how we react to certain situation; result in performance, absenteeism, motivation, satisfaction, etc.]

MODELS OF INDIVIDUAL BEHAVIOR

- Individual behavior means how an individual response to any stimuli
- Stimuli - external and internal forces
- act physically and emotionally in response to external and internal stimuli
 - **RATIONAL AND EMOTIONAL MODELS**
 - **BEHAVIORISTICS AND HUMANISTIC MODELS**
 - **ECONOMIC AND SELF-ACTUALIZING MODELS**
 - **THEORY X AND THEORY Y MODELS**

MODELS OF INDIVIDUAL BEHAVIOR

- These **models of organizational behavior** represent different perspectives on **human motivation, decision-making, and workplace management**.
- They have been influenced by psychological, economic, and management theories, shaping leadership styles, employee engagement strategies, and organizational culture.

MODELS OF INDIVIDUAL BEHAVIOR

RATIONAL AND EMOTIONAL MODELS

Rational model - a highly rational (sensible) entity, collect all relevant information, analyses the data and then arrive at a solution.

- Based on classical economic and decision-making theories. Assumes employees make logical, data-driven choices that maximize utility.
- Tied to **rational decision-making theories** like Herbert Simon's **bounded rationality** (people have cognitive limitations in decision-making).

Emotional model- guided by emotions, many of which are unconscious responses.

- Acknowledges the role of **emotions, moods, and psychological factors** in decision-making.
- Recognizes that emotions can drive productivity, creativity, and interpersonal interactions.

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MODELS OF INDIVIDUAL BEHAVIOR

BEHAVIORISTICS AND HUMANISTIC MODELS

- **Behaviouristic model**
 - Observable behavior, as contrasted with thoughts or feelings
 - All behavior is environmentally determined
 - Concern with external behavior of individuals and ignored the significance of the mind as it could not be observed.
- **Humanistic model**
 - Individual is more philosophical than scientific.
 - Individual as capable of overcoming irrational impulses through conscious reasoning
 - Focuses on employees' **personal growth, autonomy, and intrinsic motivation.**
 - Supports job enrichment, employee empowerment, and workplace well-being.

MODELS OF INDIVIDUAL BEHAVIOR

ECONOMIC AND SELF-ACTUALIZING MODELS

- **Economic model** [Based on the assumption that employees are primarily motivated by financial rewards]
 - Conceptualizes the individual as totally economic in orientation
 - Calculate the cost of efforts for getting any inducement similarly
 - Calculate the value of inducement
 - Know all alternative available
- **Self-actualizing model** [emphasizing growth, fulfillment, and intrinsic motivation]
 - Assumes that an individual is motivated by the opportunity to grow, mature, and become all he or she is capable of becoming.
 - Individual as passion for personal growth, job competence, and self-fulfillment.

MODELS OF INDIVIDUAL BEHAVIOR

THEORY X AND THEORY Y MODELS

- **Theory X (Authoritarian, Traditional View)**
 - Assumes employees are **lazy, dislike work, and require strict supervision.**
 - Promotes **micromanagement, rigid structures, and external control.**
- **Theory Y (Participative, Modern View)**
 - Assumes employees are **self-motivated, seek responsibility, and enjoy work** if given the right conditions.
 - Supports **empowerment, trust, and participative management.**



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