

MGM603

Managing People and Organizations

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Lecture 4

جامعة الجميع الذكية

تسعى لتكون الكيان الأول الذي يتبنى مبدأ المجتمع التعليمي
التعاوني ويقدم العلم مقابل العمل لتنمية وبناء المجتمعات.

Individual Values, Perceptions, and Reactions



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

CHAPTER 4

Individual Values, Perceptions, and Reactions

Outcomes of the chapter:

- ☐ Discuss how attitudes are formed, describe the meaning of cognitive dissonance, and identify and describe three important work-related attitudes.
- ☐ Describe the role and importance of values and emotions in organizational behavior.
- ☐ Describe basic perceptual processes and how perception affects fairness, justice, and trust in organizations.
- ☐ Discuss the nature of stress, identify the basic causes and consequences of stress, and describe how stress can be managed.

Chapter 3 Summary :

- Organizations strive to achieve an optimal person-job fit, but this process is complicated by the existence of individual differences.
- Personalities are the relatively stable sets of psychological and behavioral attributes that distinguish one person from another.
- The Big Five personality traits are agreeableness, conscientiousness, neuroticism, extraversion, and openness.
- Myers-Briggs dimensions and emotional intelligence also offer insights into personalities in organizations.
- Other important personality traits include locus of control, self-efficacy, authoritarianism, Machiavellianism, self-esteem, and risk propensity.
- Learning styles, or individual differences and preferences in how we process information while problem solving, learning, or engaging in similar activities, are also important individual differences and preferences, and there are numerous typologies, measures, and models that capture them.



General View

- **Chapter 3** introduced the concept of individual differences and explored personality, intelligence, and learning styles.
- **This chapter** continues our focus on individual behavior in organizations.
- ✓ We begin with a discussion of attitudes, examining how attitudes are formed and changed, cognitive dissonance, and three key work-related attitudes.
- ✓ Next we look at how values and emotions affect organizational behavior.
- ✓ The role of perception, especially as it relates to issues of fairness and trust, is then discussed.
- ✓ Finally, our chapter concludes with a section devoted to stress in organizations—its causes and consequences and how it can be managed.

Real-World Challenge :**Attitude Is a Choice at Pike Place Fish Market**

- ☐ John Yokoyama did not plan on owning Seattle's Pike Place Fish Market.
- ☐ But when the owner of the business decided to get out, Yokoyama decided to buy the business instead of losing his job.
- ☐ He emulated the previous owner's negative attitudes, anger, and fear-based management style. No one working there was having fun, including Yokoyama.
- ☐ As his business struggled, employee turnover was high and morale was low.
- ☐ Yokoyama knew he was not getting the best from his employees and
- ☐ finally recognized that he needed to change his managerial values and style to save his business.
- ☐ Yokoyama asks you for advice on improving his employees' attitudes.

CHAPTER 4 Individual Values, Perceptions, and Reactions

Real-World Challenge :

Attitude Is a Choice at Pike Place Fish Market



CHAPTER 4

Individual Values, Perceptions, and Reactions

1- Attitudes in Organizations:

Attitudes	Defined as A person's complexes of beliefs and feelings about specific ideas, situations, or other people
Attitudes Important	Attitudes are important because they are the mechanism through which most people express their feelings.
How Attitudes Are Formed	Attitudes are formed by a variety of forces, including our personal values, our experiences, and our personalities.

CHAPTER 4 Individual Values, Perceptions, and Reactions

1- Attitudes in Organizations:

Attitudes are our beliefs and feelings about things. For example, soccer fans develop positive attitudes toward their favorite team and then support it by cheering for it to win, wearing shirts and caps with its logo, and bragging about its accomplishments to their friends. They also root for other teams to lose because this helps their own team. Their attitudes may be developed on the basis of where they live, who plays on the team, or myriad other factors



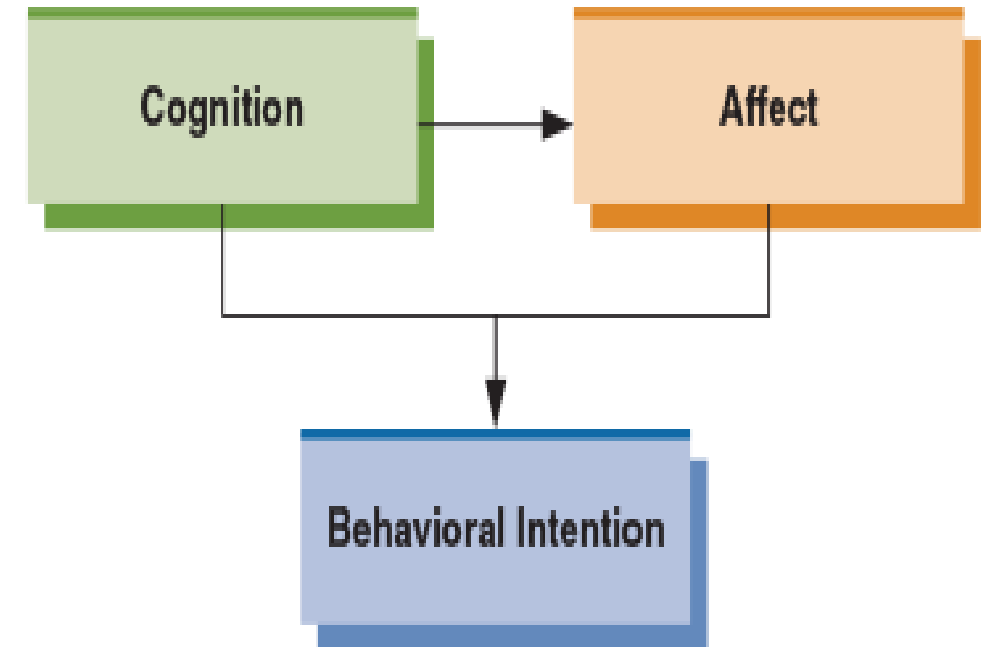
1- Attitudes in Organizations:

How Attitudes Are Formed:

Figure 4.1.

Attitude Formation:

- *Attitudes are generally formed around a sequence of cognition, affect, and behavioral intention.*
- *That is, we come to know something that we believe to be true (cognition). This knowledge triggers a feeling (affect).*
- *Cognition and affect then together influence how we intend to behave in the future*



1- Attitudes in Organizations:

How Attitudes Are Formed:

1- Cognition **Defined as the knowledge a person presumes to have about something**

- **Ex.** You may believe you like a class because the textbook is excellent, the class meets at your favorite time, the instructor is outstanding, and the workload is reasonable. This “knowledge” may be true, partially true, or totally false.
- Cognitions are based on perceptions of truth and reality, and, perceptions agree with reality to varying degrees.

CHAPTER 4

Individual Values, Perceptions, and Reactions

1- Attitudes in Organizations:

How Attitudes Are Formed:

2- A person's affect

A person's feeling toward something.

In many ways, affect is similar to emotion — it is something over which we have little or no conscious control.

- **Ex.** you may like one of your classes, dislike another, and be indifferent toward a third. If the class you dislike is an elective, you may not be particularly concerned. But if it is the first course in your chosen major, your affective reaction may cause you considerable anxiety.

1- Attitudes in Organizations:

How Attitudes Are Formed:

3- behavioral Intention Component of an attitude that guides a person's behavior

- **Ex.** If you like your instructor, you may intend to take another class from him or her next semester. Intentions are not always translated into actual behavior, however. If the instructor's course next semester is scheduled for 8:00 a.m., you may decide that another instructor is just as good.
- Some attitudes, and their corresponding intentions, are much more central and significant to an individual than others. You may intend to do one thing (take a particular class) but later alter your intentions because of a more significant and central attitude (fondness for sleeping late).

CHAPTER 4 Individual Values, Perceptions, and Reactions

1- Attitudes in Organizations:

How Attitudes Are Formed:



Affect, cognition, and behavioral intention are the primary components of an attitude. For instance, you may like a particular professor (affect), believe that she or he is a great instructor (cognition), and plan to take another class from the professor next semester (behavioral intention). However, if the class ends up scheduled at 8:00 a.m. you may reconsider if you have an early morning job or just like to sleep late

CHAPTER 4 Individual Values, Perceptions, and Reactions

1- Attitudes in Organizations:

Cognitive dissonance :



Cognitive dissonance is sometimes experienced by people who smoke. Their cognition “tells” them that smoking is not healthy, but their behavior (smoking) contradicts this knowledge. To cope with the dissonance they may set goals for themselves to quit at some point in the future.

1- Attitudes in Organizations:**Cognitive Dissonance:****Cognitive
Dissonance**

Cognitive dissonance is an incompatibility or conflict between behavior and an attitude or between two different attitudes.

- **Ex.** suppose that you strongly believe that all companies need to be both profitable and environmentally responsible and that you are the new CEO of a company that is a terrible polluter. You learn that reducing your company's carbon emissions would be so expensive that the company would no longer be profitable. What would you do? The **gap** between your environmentally responsible attitude and your attitude that your responsibility is to run a profitable company creates what is called **cognitive dissonance**.



1- Attitudes in Organizations:

Cognitive Dissonance:

Cognitive Dissonance

When people experience dissonance, they often use one of four approaches to cope with it. Using the scenario mentioned in the pervious ex., these would include:

1. You can change your behavior and reduce the company's carbon emissions.
2. You can reduce the felt dissonance by reasoning that the pollution is not so important when compared to the goal of running a profitable company.
3. You can change your attitude toward pollution to decrease your belief that pollution is bad.
4. You can seek additional information to better reason that the benefits to society of manufacturing the products outweigh the societal costs of polluting.



1- Attitudes in Organizations:

Cognitive Dissonance:

Cognitive Dissonance

sometimes people are aware of their dissonance but make a conscious decision to not reduce it. This decision would be influenced by the following three things:

1. Your perception of the importance of the elements that are creating the dissonance.
2. The amount of influence you feel you have over these elements
3. The rewards involved in the dissonance



1- Attitudes in Organizations:

Attitude Change:

Attitude Change

- Attitudes are not as stable as personality attributes.
- Attitudes can also change when the object of the attitude becomes less important or less relevant to the person.
- individuals may change their attitudes as a way to reduce cognitive dissonance.
- Deeply rooted attitudes that have a long history are, of course, resistant to change.

CHAPTER 4 Individual Values, Perceptions, and Reactions

1- Attitudes in Organizations:

Attitudes play an important role in organizations, especially attitudes like job satisfaction, organizational commitment, and employee engagement. Take this team of designers, for example. They seem to enjoy working together and appear to all be satisfied with what they are doing. In all likelihood, then, they will be productive and help the organization remain effective and successful.



1- Attitudes in Organizations:

Key Work-Related Attitudes

Key Work-Related Attitudes

- People in an organization form attitudes about many different things.
- Employees are likely to have attitudes about their salary, their promotion possibilities, their boss, employee benefits,
- Some of these attitudes are more important than others. Especially important attitudes are:
 - i. Job satisfaction,
 - ii. Organizational commitment, and
 - iii. Employee engagement.

1- Attitudes in Organizations:

Key Work-Related Attitudes

1) Job satisfaction,

- **Job satisfaction reflects our attitudes and feelings about our job**
- The factors that have the greatest influence on job satisfaction are;
 - ✓ The work itself,
 - ✓ Attitudes,
 - ✓ Values, and
 - ✓ Personality.

The work itself,

- Satisfaction with the nature of the work itself is the largest influence on job satisfaction.
- Challenging work, autonomy, variety, and job scope also increase job satisfaction.



1- Attitudes in Organizations:

Key Work-Related Attitudes (Job satisfaction)

The work itself, ■ As a manager, if you want to increase your subordinates' job satisfaction, **focus first on improving the nature of the work they do.**

Attitudes

- Coworkers, bosses, and subordinates attitudes and perceptions can be contagious, especially for new hires forming impressions about the job and company.
- If coworkers are unhappy and dissatisfied with their jobs, new hires are more likely to be dissatisfied than if they regularly interact with happy and satisfied coworkers.

1- Attitudes in Organizations:

Key Work-Related Attitudes (Job satisfaction)

Value

- Employees who find intrinsic value in their work are doing what is important to them.

Personality

- Some people are rarely satisfied with their jobs, and others tend to be satisfied no matter what job they have.
- Research evidence suggests that differences in job satisfaction are due in part to differences in employees' genetics and personality.
- In particular, core self-evaluation, extroversion, and conscientiousness influence job satisfaction.
- Accordingly, selecting extroverted, conscientious people who are a good fit with the job and who have high core self-evaluations (a broad, general, positive self-regard) can enhance employees' job satisfaction.



1- Attitudes in Organizations:

Key Work-Related Attitudes (Job satisfaction)

Figure 4.2.

Influences on Job Satisfaction

- Job satisfaction is one of the most important job-related attitudes in organizations.
- It reflects both our attitudes and our feelings about our job.
- Job satisfaction is strongly influenced by our personality, values, other attitudes, and the work itself.



1- Attitudes in Organizations:

Key Work-Related Attitudes

2) Organizational Commitment

Organizational commitment reflects the degree to which an employee identifies with the organization and its goals and wants to stay with the organization.

There are three ways we can feel committed to an employer:

- 1- **Affective commitment:** positive emotional attachment to the organization and strong identification with its values and goals.
- 2- **Normative commitment:** feeling obliged to stay with an organization for moral or ethical reasons.
- 3- **Continuance commitment:** staying with an organization because of perceived high economic (i.e., taking another job would mean losing valuable stock options)



1- Attitudes in Organizations:

Key Work-Related Attitudes

3) Employee Engagement

Employee engagement is “a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.”

▪ Engagement is enhanced when employees:

- ✓ Have clear goals. And Have the resources needed to do a good job.
- ✓ Get meaningful feedback on their performance.
- ✓ Are able to use their talents.
- ✓ Are recognized for doing a good job.
- ✓ Have positive relationships with coworkers.
- ✓ Have opportunities to learn and grow.,
- ✓ Have supportive leadership.



2- Values and Emotions in Organizations:

Values

Values are ways of behaving or end-states that are desirable to a person or to a group.

- Values can be conscious or unconscious.
- A company leader's personal values affect the firm's business strategy and all aspects of organizational behavior including staffing, reward systems, manager-subordinate relationships, communication, conflict management styles, and negotiation approaches
- Our personal values combine with organizational influences like company culture to generate decisions that can be significantly different from those made based solely on our personal values.
- Strong company cultures help to guide us when making these ambiguous choices.



2- Values and Emotions in Organizations:

Types of Values:

Types of Values

Values can be described as terminal or instrumental and as intrinsic or extrinsic.

1- Terminal Values

Terminal values reflect our long-term life goals and may include prosperity, happiness, a secure family, and a sense of accomplishment.

- Terminal values can change over time depending on our experiences and accomplishments. When a career-oriented person sells his or her business for a lot of money, his or her prosperity goals may be reached and family may then become most important.



2- Values and Emotions in Organizations:

Types of Values (Terminal and Instrumental Values):

2- Instrumental values Instrumental values are our preferred means of achieving our terminal values or our preferred ways of behaving.

- Terminal values influence *what we want to accomplish; instrumental values influence how we get there.*
- Honesty, ambition, and independence are examples of instrumental values that guide our behavior in pursuit of our terminal goals.
- People who value honesty behave more ethically in pursuing the terminal value of prosperity and a sense of accomplishment than do people with a lower honesty instrumental value.

2- Values and Emotions in Organizations:

Types of Values (Intrinsic and Extrinsic Values):

3- Intrinsic work values

Intrinsic work values *relate to the work itself*

- For example, some employees want challenging jobs with a lot of variety that require them to continually learn new things, whereas others prefer simpler jobs they can perform in the same way every day.

4- Extrinsic work values

Extrinsic work values *are related to the outcomes of doing work.*

- For Example, employees who work to earn money or to have health benefits are satisfying extrinsic work values. Having high status in the company, getting recognized for quality work, and having job security are extrinsic work values.



2- Values and Emotions in Organizations:

Conflicts among Values:

Conflicts among Values:

Intrapersonal, interpersonal, and individual–organization value conflicts all influence employee attitudes, retention, job satisfaction, and job performance.

- When highly ranked instrumental and terminal values conflict and both cannot be met, we experience inner conflict and stress.

1- Intrapersonal value

- intrapersonal value conflict between the instrumental value of ambition and the terminal value of happiness
- If being happy pulls us to spend quality time with our family or pursuing a hobby we love, but personal ambition pulls us to work longer hours and pursue promotions, we feel conflicted.



2- Values and Emotions in Organizations:

Conflicts among Values:

2- Interpersonal value

interpersonal value: conflicts occur when two different people hold conflicting values. Interpersonal value conflicts are often the cause of personality clashes and other disagreements.

- If one coworker values individual rewards and the other values group recognition, the two may clash over how to approach a new project

3- Individual–organization value conflicts

- Employee's values can conflict with the values of the organization, creating individual–organization value conflict. Lower individual–organization value conflict leads to greater job satisfaction, higher performance, lower stress, and greater job commitment



CHAPTER 4

Individual Values, Perceptions, and Reactions

2- Values and Emotions in Organizations:

How Values Differ around the World:

How Values Differ around the World:

- Global differences in values can also lead to different managerial behaviors.
- For example, Latin Americans tend to highly value family loyalty, which leads them to hire competent family members whenever possible
- Managers in the United States tend to strongly value individual achievement, which leads them to emphasize a candidate's previous performance and skill assessments rather than family ties.

2- Values and Emotions in Organizations:

How Values Differ around the World:

How Values Differ around the World:

- Values are influenced by culture. Research has found that a large number of basic values can be condensed into two major dimensions that vary across cultures:
 1. traditional/secular-rational values and
 2. survival/self-expression values
- **Traditional/secular-rational values** reflect the contrast between societies in which religion is very important and those in which it is not
- More traditional societies emphasize the importance of parent-child ties and deference to authority, which is reflected in high levels of national pride and a nationalistic outlook.
- **secular-rational values** societies have the opposite characteristics.



2- Values and Emotions in Organizations:

How Values Differ around the World:

How Values Differ around the World:

- Survival values emphasize economic and physical security.
- Self-expression values emphasize subjective well-being, self-expression, and quality of life, giving high priority to environmental protection, diversity tolerance, and participation in decision making.
- Societies that rank high on self-expression values also tend to have higher interpersonal trust and tolerance and value individual freedom and self-expression

CHAPTER 4

Individual Values, Perceptions, and Reactions

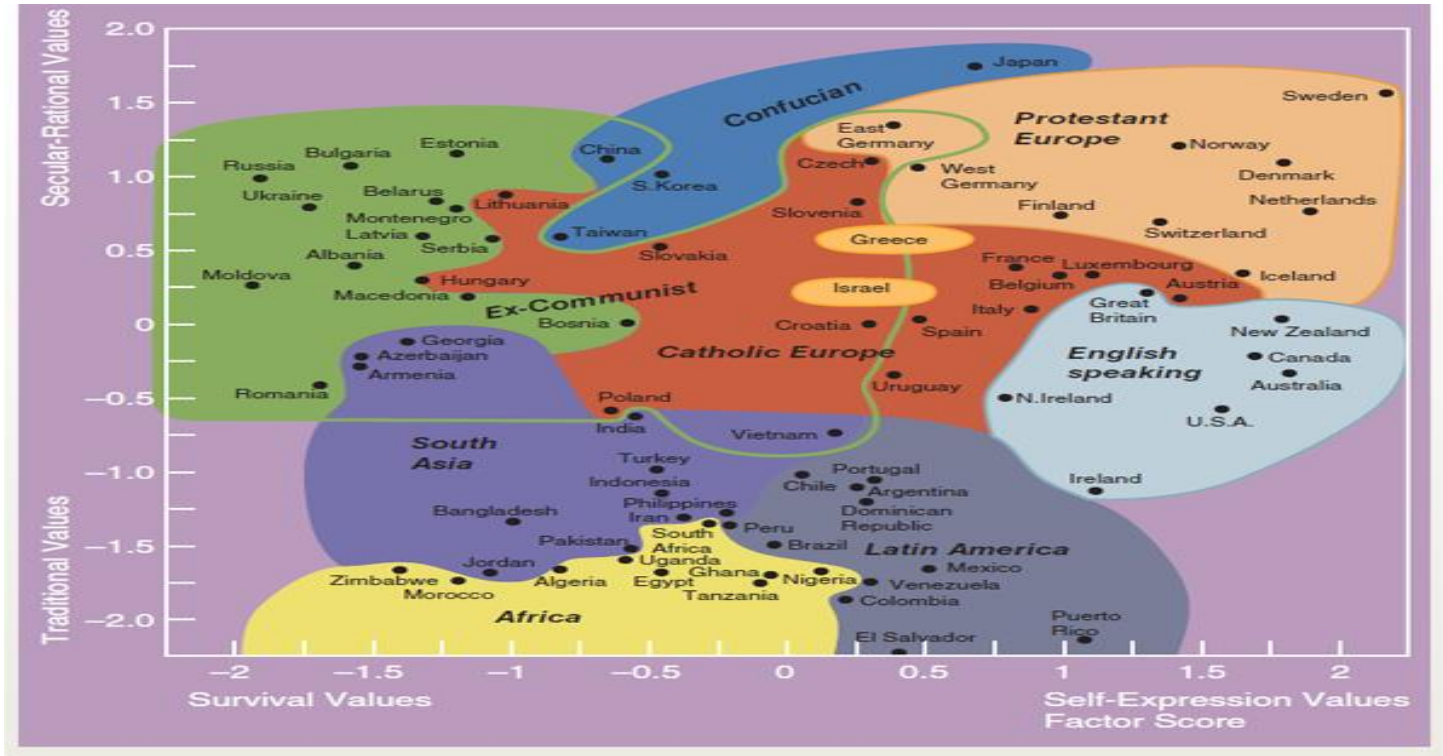
2- Values and Emotions in Organizations:

How Values Differ around the World:

Figure 4.3.

How Values Differ around the World

values differ around the world. One useful way to understand differences in values is in terms of secular/rational values and survival/self-expression values. This figure illustrates how different regions of the world reflect these two sets of values.



2- Values and Emotions in Organizations:

The Role of Emotions in Behavior:

Emotions

Emotions: *are intense, short-term physiological, behavioral, and psychological reactions to a specific object, person, or event that prepare us to respond to it.*

The definition can be divided into its four important elements:

1. Emotions are short events or episodes. Emotions are relatively short-lived.
2. Emotions are directed at something or someone. This differentiates emotions from moods, which are short-term emotional states that are not directed toward anything in particular.
3. Emotions are experienced. They involve involuntary changes in heart rate, blood pressure, facial expressions, animation, and vocal tone. We feel emotion.



2- Values and Emotions in Organizations:

The Role of Emotions in Behavior:

Emotions

4- Emotions create a state of physical readiness through physiological reactions. Increased heart rate, adrenaline, and eye movements prepare our bodies to take action.

Why is understanding the role of emotions important to organizations?

- **First**, because effective employees and managers know how to **positively influence their own emotions and the emotions of others**
- **Second**, emotions influence both the creation and maintenance of our motivation to **engage or to not engage** in certain behaviors.
- **Third**, research has found that emotion can influence turnover, decision making, leadership, helping behaviors, and teamwork behaviors.



CHAPTER 4 Individual Values, Perceptions, and Reactions

2- Values and Emotions in Organizations:

Affect and Mood

Affect and mood play important roles in how we perform our jobs and how others perceive us. These two Starbucks baristas, for example, are happy and engaging. Their positive mood and affect, in turn, can make their customers feel good as well.



2- Values and Emotions in Organizations:

Affect and Mood:

Affectivity **Affectivity** represents our tendency to experience a particular mood or to react to things with certain emotions

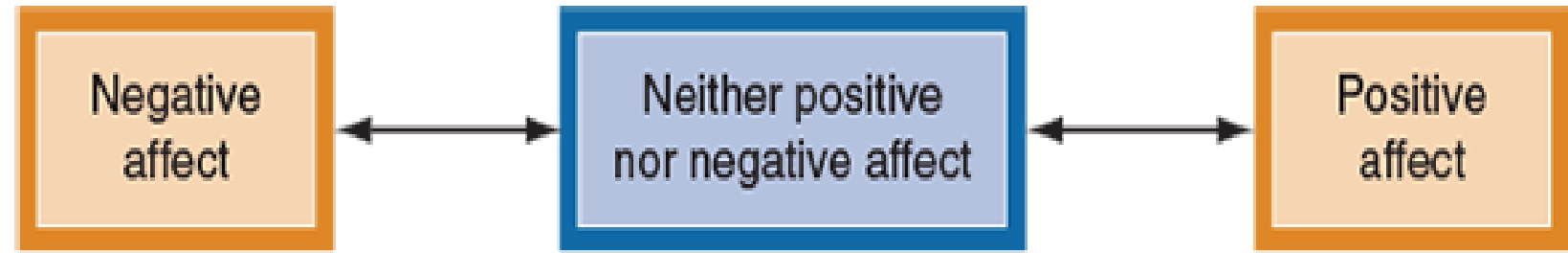
- Researchers have identified two types of affectivity: positive and negative
- 1. **Positive affect**, which reflects a combination of high energy and positive evaluation characterized by emotions like elation.
- 2. **Negative affect**, which comprises feelings of being upset, fearful, and distressed.

2- Values and Emotions in Organizations:

Affect and Mood:

Figure 4.4.

Positive and Negative Affect



Affect can vary anywhere along a continuum ranging from positive affect to negative affect. As illustrated here, it is also possible to fall in between these extremes and reflect neither positive nor negative affect.

3- Perception in Organizations:

Perception

Perception—the set of processes by which an individual becomes aware of and interprets information about the environment

- perception actually consists of several distinct processes.
- Moreover, in perceiving we receive information in many guises, from spoken words to visual images of movements and forms.
- Through perceptual processes, the receiver assimilates the varied types of incoming information for the purpose of interpreting it

3- Perception in Organizations:

Basic Perceptual Processes

Basic Perceptual Processes

Two basic perceptual processes are particularly relevant to managers—selective perception and stereotyping.

1- Selective Perception

- **Selective perception** is the process of screening out information that we are uncomfortable with or that contradicts our beliefs.
- Example, suppose a manager has a very positive attitude about certain worker and considers him or her to be an outstanding performer. One day the manager observes this individual apparently sleeping at his or her desk. The manager may assume that the worker stayed up working late the night before and is just taking a short nap.



3- Perception in Organizations:

Basic Perceptual Processes

2- Stereotyping

Stereotyping is categorizing or labeling people on the basis of a single attribute.

- For example, suppose a human resource manager forms the stereotype that women can only perform certain tasks and that men are best suited for other tasks. To the extent that this affects the manager's hiring practices, he or she is:
 1. costing the organization valuable talent for both sets of jobs,
 2. violating federal law, and
 3. behaving unethically.



CHAPTER 4 Individual Values, Perceptions, and Reactions

3- Perception in Organizations:

Selective Perception

Perception is often illustrated by the different reactions of fans of two rival athletic teams. For example, suppose these fans are watching a close football game and the outcome is determined by a controversial play in the closing seconds. The fans dressed in green may all agree that the play was called correctly by the referees, while fans of the red team may argue that the referees made the wrong call and cost their team a victory. Their perceptions will be different even though they all saw the same events.



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Individual Values, Perceptions, and Reactions

3- Perception in Organizations:

Fairness and trust are important in organizations. Take this manager and her employee, for example. The manager is having a difficult disciplinary conversation with the employee. Assuming that the basis for the conversation is fair and is being handled properly then the manager and employee can maintain their relationship of trust. But if the basis for conversation is not fair, then trust will have been undermined.



3- Perception in Organizations:

Errors in Perception:

Errors in Perception:

Managers need to be aware of this bias in order to evaluate subordinates more objectively and accurately.

The halo effect

1- **The halo effect** is *when we form a general impression about something or someone based on a single (typically good) characteristic*

The horns effect

- The opposite of halo is **the horns effect**. *This occurs when we form a general impression based on a single “bad” characteristic*

3- Perception in Organizations:

Errors in Perception:

**Errors in
Perception:
The halo
effect & the
horns effect**

For example:

- **Halo effect** : People tend to associate beauty with other positive characteristics. We often assume that physically attractive people possess more socially desirable personalities than less-beautiful people do and that they lead happier and more successful lives.
- **Horns effect** If you perceive someone to be a low performer, you may also assume that he is less intelligent, less motivated, and so forth.

Values and Emotions in Organizations:**Errors in Perception:**

**The
contrast
effect**

2. The contrast effect: *occurs when we evaluate our own or another person's characteristics through comparisons with other people.*

Projection

3. Projection: *occurs when we project our own characteristics onto other people.*

**First
impression
bias**

4- First impression bias: *tends to avoid people after we have had a negative reaction to them, and also negative impressions are harder to change than positive ones*



CHAPTER 4 Individual Values, Perceptions, and Reactions

3- Perception in Organizations:

Understand Yourself

Negative Affectivity



Using the scale above, and thinking about yourself and how you usually feel, indicate beside each item below to what extent it generally describes you:

- ___ 1. Often feel blue
- ___ 2. Feel comfortable with myself
- ___ 3. Am very pleased with myself
- ___ 4. Have frequent mood swings
- ___ 5. Panic easily
- ___ 6. Rarely get irritated
- ___ 7. Seldom feel blue
- ___ 8. Dislike myself
- ___ 9. Am not easily bothered by things
- ___ 10. Am often down in the dumps

Scoring: For items 2, 3, 6, 7, and 9 subtract your score from 5. Then add up the ten scores to calculate your negative affectivity score.

Interpretation: If your *negative affectivity score is greater than 28*, it is above average compared to a sample of 178 people under the age of 30. To reduce your negative affectivity, try to think more positively and focus on those things for which you can be

3- Perception in Organizations:

Perception and Attribution:

Attribution ***Attribution** refers to the way we explain the causes of our own as well as other people's behaviors and achievements, and understand why people do what they do*

- The strongest attribution people tend to make is whether their own or others' behaviors or outcomes are due to the individual (internal factors) like effort or ability
- the environment (external factors) such things like luck, a lack of resources, or other people



3- Perception in Organizations:

Perception and Attribution:

Rules of an internal or an external attribution

We rely on three rules to evaluate whether to assign an internal or an external attribution to someone's behavior or outcome

1. **Consistency:** *Has the person regularly behaved this way or experienced this outcome in the past?*
2. **Distinctiveness:** *Does the person act the same way or receive similar outcomes in different types of situations*
3. **Consensus:** *Would others behave similarly in the same situation or receive the same outcome?*



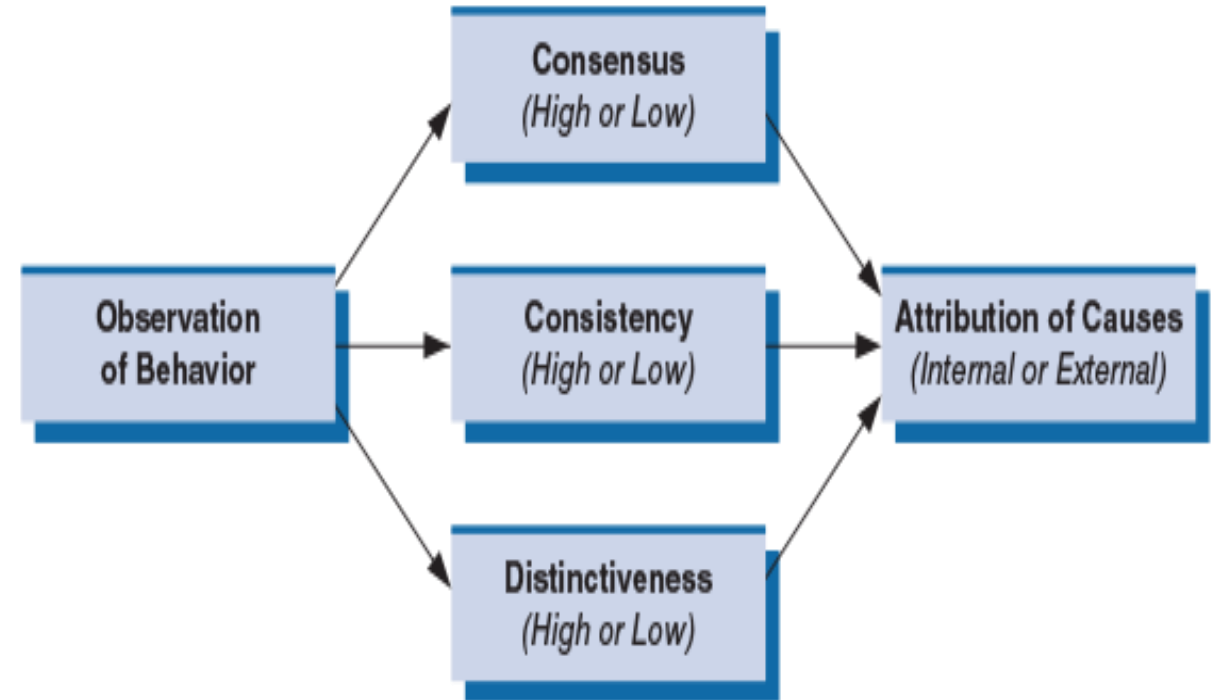
3- Perception in Organizations:

Rules of an internal or an external attribution

Figure 4.5.

The Attribution Process

The attribution process involves observing behavior and then attributing causes to it. Observed behaviors are interpreted in terms of their consensus, their consistency, and their distinctiveness. Based on these interpretations, behavior is attributed to either internal or external causes.



3- Perception in Organizations:

Perception and Attribution:

Self-handicapping

Self-handicapping is a related aspect of attribution occurs when people create obstacles for themselves that make success less likely.

Example: Students sometimes use self-handicapping attributions, perhaps by not studying for a test. They might feel that:

- **If they study hard** *and give it their best shot but fail, they will look and feel incompetent.*
- **If they study hard and pass,** *the hard work will reduce the meaning of the success. (If they were really smart, they would not have had to work so hard.)*



3- Perception in Organizations:

Perception and Attribution:

Self- handicapping

- *If they do not study and fail, the failure can be easily explained by the lack of effort. They can still believe that they could have succeeded if they had really tried. Even if they fail the test, no one will have evidence that they are stupid.*
- *If they do not study but still manage to succeed, then the only explanation for the success is that they have really high ability.*

As a manager, understanding that a subordinate's own perceptions or attributions for success or failure determine the amount of effort he or she will expend on that activity in the future is a powerful motivational tool.

3- Perception in Organizations:

Perception of Fairness, Justice, and Trust

Organizational fairness

Organizational fairness *refers to employees' perceptions of organizational events, policies, and practices as being fair or not fair*

- Fairness is a primary concern in relationships where subordinates must rely on others in higher positions
- Why should you care about fairness? You should care because perceptions of fairness affect a wide variety of employee attitudes and behaviors including satisfaction, commitment, trust, and turnover.
- A number of negative behaviors can result from perceptions of unfairness, including theft, sabotage, and other unethical behaviors.

3- Perception in Organizations:

Perception of Fairness, Justice, and Trust

Organizational fairness

- Perceived unfairness also increases the chances that employees will file lawsuits against their employers.
- Most of these outcomes of fairness perceptions can have an obvious economic impact on organizations.

Distributive Fairness

- **Distributive fairness** *refers to the perceived fairness of the outcome received, including resource distributions, promotions, hiring and layoff decisions, and raises*

3- Perception in Organizations:

Perception of Fairness, Justice, and Trust

Procedural Fairness

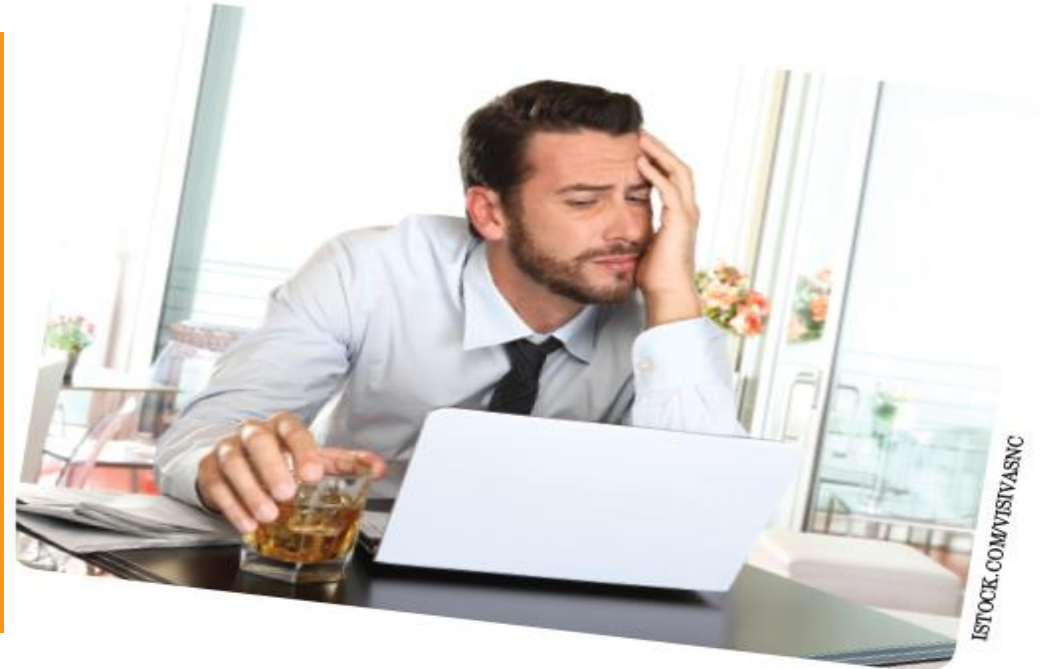
- Procedural fairness addresses the fairness of the procedures used to generate the outcome (e.g., what rules were followed, whether people had the opportunity to express opinions and influence the outcome, etc.).
- why does procedural fairness matter so much? There are two reasons.
 - ✓ First, employees use perceptions of the current decision-making procedures to predict how they will likely fare in the organization in the future.
 - ✓ Second, fair procedures signal that employees are valued and accepted by the organization.

CHAPTER 4 Individual Values, Perceptions, and Reactions

Values and Emotions in Organizations:

Perception of Fairness, Justice, and Trust

Self-handicapping occurs when people create obstacles for themselves that make success less likely. This man, for example, is having a drink while working. Alcohol, in turn, may affect his performance and lead to bad decisions. Even if he doesn't drink too much, others who observe his behavior may start to question his judgment. In either case he may be hurting his chances for career success.



3- Perception in Organizations:

Perception of Fairness, Justice, and Trust

Interactional Fairness

- **Interactional fairness** is whether the amount of information about the decision and the process was adequate, and the perceived fairness of the interpersonal treatment and explanations received during the decision-making process

Perception and Trust

- Trust is the expectation that another person will not act to take advantage of us regardless of our ability to monitor or control him or her.
- One survey of 500 business professionals found that having a trusting relationship with one's manager was the main factor in deciding to stay



CHAPTER 4 Individual Values, Perceptions, and Reactions

3- Perception in Organizations:

Perception of Fairness, Justice, and Trust

Interactional Fairness

- Interactional fairness is whether the amount of information about the decision and the process was adequate, and the perceived fairness of the interpersonal treatment and explanations received during the decision-making process

Perception and Trust

- Trust is the expectation that another person will not act to take advantage of us regardless of our ability to monitor or control him or her.
- One survey of 500 business professionals found that having a *trusting relationship with one's manager was the main factor in deciding to stay*



4- Stress in Organizations

Stress in Organizations

The Nature of Stress

- *Stress defined as a person's adaptive response to a stimulus that places excessive psychological or physical demands on him or her.*

The Stress Process

- Figure 4.6 offers a graphical representation of the general adaptation syndrome (GAS).
- According to this model, each of us has a normal level of resistance to stressful events.
- Some of us can tolerate a great deal of stress and others much less, but we all have a threshold at which stress starts to affect us.



CHAPTER 4 Individual Values, Perceptions, and Reactions

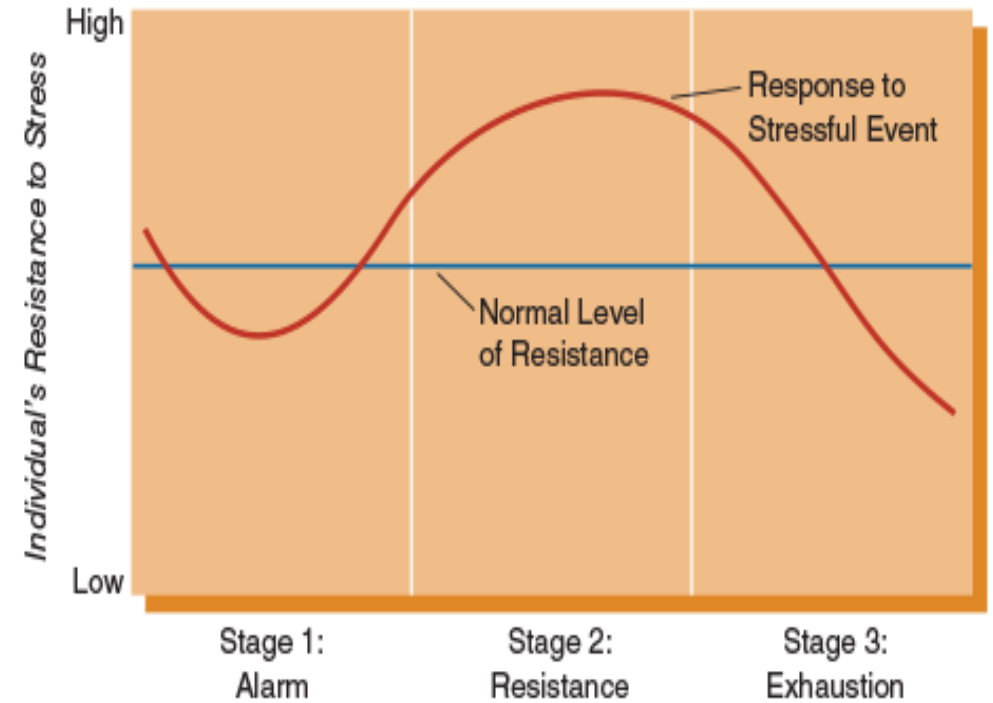
4- Stress in Organizations

The Stress Process

Figure 4.6.

The General Adaptation System

The general adaptation syndrome (GAS) perspective describes three stages of the stress process. The initial stage is called alarm. As illustrated here, a person's resistance often dips slightly below the normal level during this stage. Next comes actual resistance to the stressor, usually leading to an increase above the person's normal level of resistance. Finally, in stage 3, exhaustion may set in, and the person's resistance declines sharply below normal levels.



CHAPTER 4 Individual Values, Perceptions, and Reactions

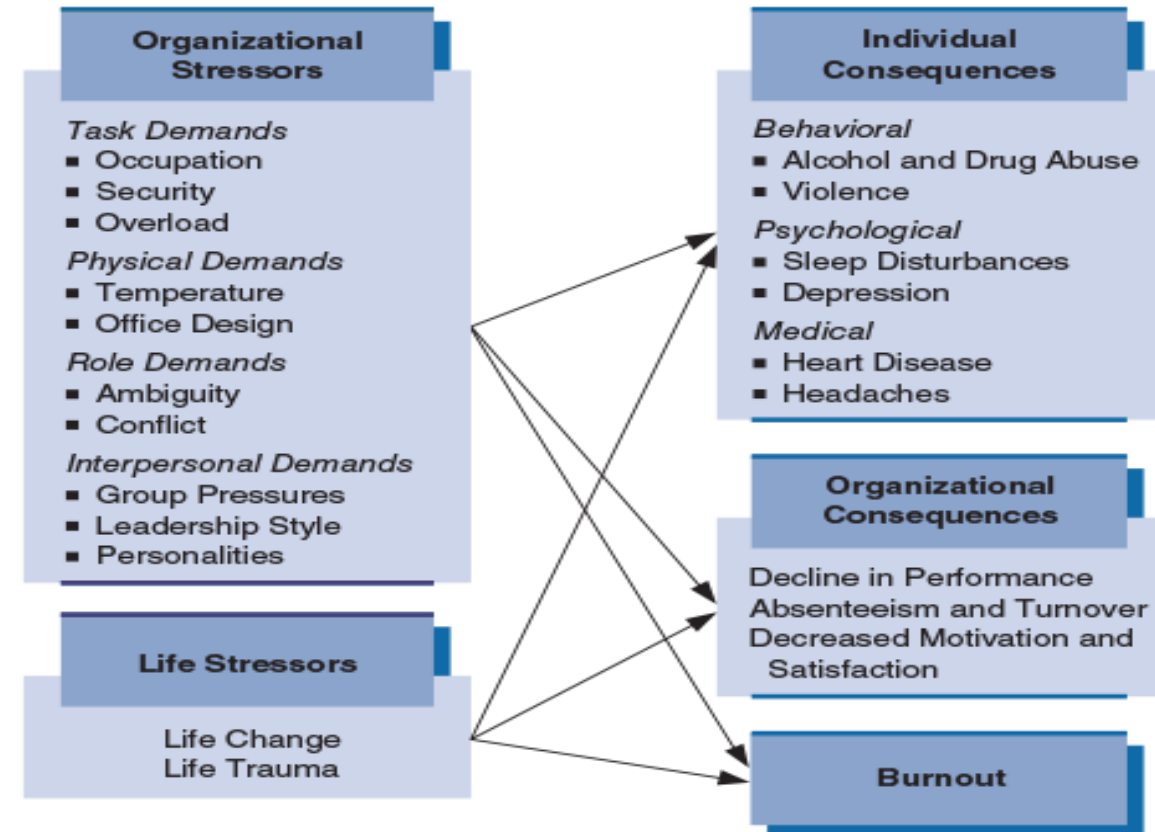
4- Stress in Organizations

Causes and Consequences of Stress

Figure 4.7.

Causes and Consequences of Stress

The causes and consequences of stress are related in complex ways. As shown here, most common causes of stress can be classified as either organizational stressors or life stressors. Similarly, common consequences include individual and organizational consequences, as well as burnout.



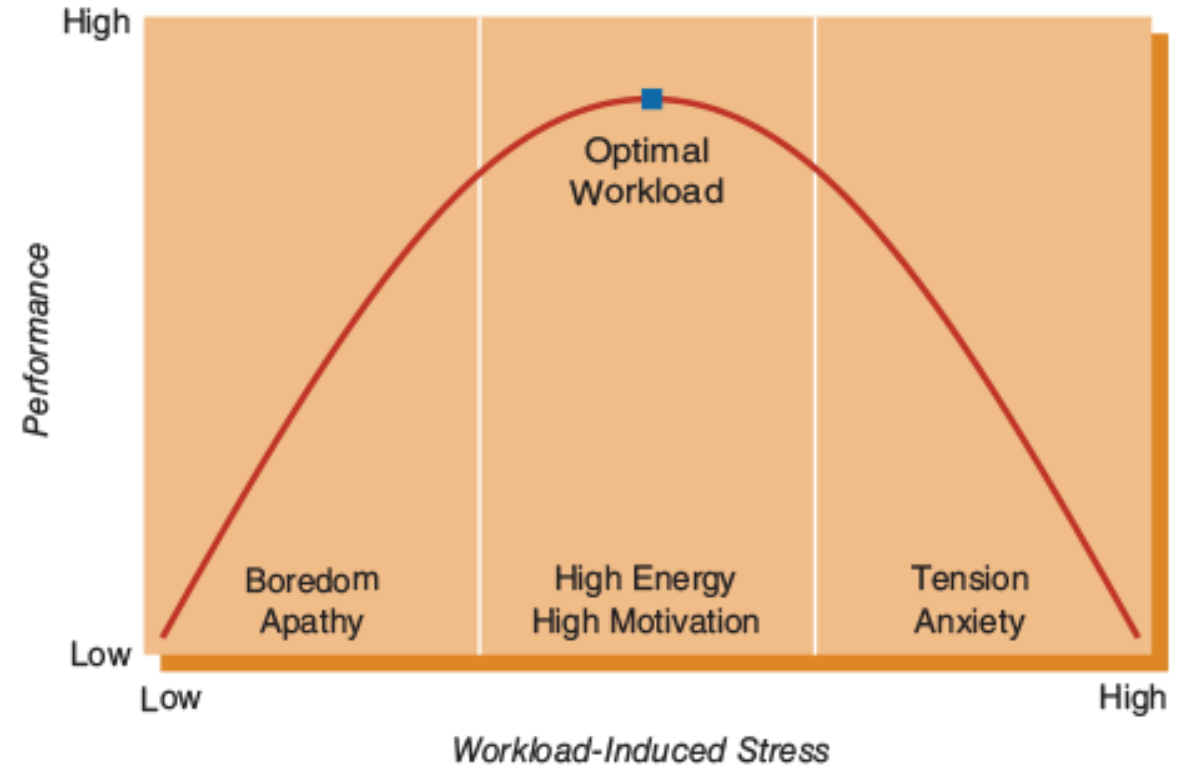
4- Stress in Organizations

Workload, Stress, and Performance

Figure 4.8.

Workload, Stress, and Performance

Too much stress is clearly undesirable, but too little stress can also lead to unexpected problems. For example, too little stress may result in boredom and apathy and be accompanied by low performance. And although too much stress can cause tension, anxiety, and low performance, for most people there is an optimal level of stress that results in high energy, motivation, and performance.



CHAPTER 4 Individual Values, Perceptions, and Reactions

4- Stress in Organizations

Managing and Controlling Stress

People can adopt a variety of techniques to help cope with stress. Exercise, relaxation, and better time management are all common methods. These coworkers are engaging in deep breathing exercises to help control their stress.



CHAPTER 4 Individual Values, Perceptions, and Reactions

4- Stress in Organizations

Managing and Controlling Stress

Individual Coping Strategies

- Many strategies for helping individuals manage stress have been proposed. Exercise is one method of managing stress. People who exercise regularly are less likely to have heart attacks than inactive people.

Organizational Coping Strategies

- Organizations are also increasingly realizing that they should be involved in managing their employees' stress. There are two different rationales for this view. One is that because the organization is at least partly responsible for creating the stress, it should help relieve it. The other is that workers experiencing lower levels of harmful stress will function more effectively. Two basic organizational strategies for helping employees manage stress are **institutional programs and collateral programs.**



Summery:

- Attitudes, values and emotions, perception, and stress are all important factors that influence organizational behavior.
- Our beliefs and feelings about something influence our attitudes about it.
- Our attitudes then affect our behavior through our intentions
- The three most important job-related attitudes are job satisfaction, organizational commitment, and employee engagement.
- Job satisfaction reflects our attitudes and feelings about our job.
- Organizational commitment is the degree to which an employee identifies with the organization and its goals and wants to stay with the organization.
- Employee engagement reflects a heightened emotional and intellectual connection that an employee has for his or her job, organization, manager, or coworkers that, in turn, influences the employee to apply additional discretionary effort to his or her work.
- There are many different kinds of values that can be held by people.
- Values also differ across cultures in different parts of the globe. Emotions, affect, and mood are also important contributors to behavior.



Summary:

- Emotions are intense, short-term physiological, behavioral, and psychological reactions to a specific object, person, or event that prepare us to respond to it
- Mood, on the other hand, is a short-term emotional state not directed toward anything in particular. Affect represents our tendency to experience a particular mood or to react to things with certain emotions.
- Perception is the set of processes by which a person becomes aware of and interprets information about the environment. Basic perceptual processes include selective perception and stereotyping.
- Stress is an individual's response to a strong stimulus
- Challenging events are stressful only when also accompanied by negative emotions. Some stress is actually beneficial. Functional stress is the experience of a manageable level of stress for a reasonable period of time that generates positive emotions including satisfaction, excitement, and enjoyment.
- The GAS outlines the basic stress process.

CHAPTER 4 Individual Values, Perceptions, and Reactions

Questions:

1. If your boss was not sure it would be worth the investment to change the company's hiring practices to include an evaluation of applicants' attitudes, what would you tell him or her?
2. Do you think that it would be easy to influence a subordinate's attitudes, values, or emotions? Why? Which would have the largest influence on the employee's behavior? Why?
3. What are the components of an individual's attitude? Relate each component to an attitude you currently have about something.
4. Do terminal or instrumental values have a larger influence on your behavior at work? Explain.
5. Think of a person you know who seems to have positive affectivity. Think of another who has more negative affectivity. How constant are they in their expressions of mood and attitude?

CHAPTER 4

Individual Values, Perceptions, and Reactions

Questions:

6. How does perception affect behavior? What stereotypes do you form about people? Are they good or bad?
7. Recall a situation in which you made attributions and describe them using the framework supplied in Figure 4.5.
8. Do you consider yourself a Type A or a Type B person? Why? Do you think a person who is a Type A can change to become more like a Type B? If so, how?
9. What are the major stressors for a student? What consequences are students most likely to suffer as a result of too much stress?
10. Do you agree that a certain degree of stress is necessary to induce high energy and motivation?

Thanks



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