12. Behaviour and action in the organisation

Behaviour in the organisation

Behaviour within an organisation is essential for assessing the effectiveness and efficiency of an employee. Three types of behaviour are the most important:

- ➤ **productivity,**
- ➤ **absenteeism,**
- ➤ **the frequency of changes in the workplace.**

Equally important is job satisfaction, which is also one of the attitudes and influences productivity, absenteeism and the frequency of changing jobs.

The aim of behavioural research in an organisation is to explain the causes of behaviour, to anticipate the effects of action, to control in order to have an impact on employees.

Behaviour research is designed to motivate employees who are currently less involved in the company than in the past, in order to maintain the competitiveness of the organisation in the market.

12. Behaviour and action in the organisation

Values of contemporary employees

Value is the belief that a particular conduct is better than another and is more attractive than counter-proceedings against it. Values refer to what an individual considers fair, good or wants.

Values are arranged in a system that organizes them hierarchically.

Individuals belonging to the same age group or profession usually share the same values.

Their values are influenced by their historical environment.

12. Behaviour and action in the organisation

Attitudes

An attitude is a relation to people or things. An attitude is a willingness to behave in a certain way towards objects, phenomena, people. Attitudes towards work and towards the organisation itself, commitment and job satisfaction are the most important in the organisation.

Satisfaction with work indicates that a person has a positive attitude towards work, while their lack indicates a negative attitude. Satisfaction with work is influenced by the use of the employee's talents, fair remuneration and other rewards, appropriate working conditions, friendliness of colleagues. If the attitudes are different from the behaviour, the person experiences a cognitive dissonance.

If an employee has a positive attitude towards an activity, he or she will try to do it as often as possible. If he or she does not like an activity at work and considers it pointless, he or she will avoid it.

Attitudes have an influence on behaviour in the organisation.

12. Behaviour and action in the organisation

Perception

Perception - in a different way is the process in which the individual embraces and interprets sensory impressions in order to give meaning to the environment.

Everyone perceives the same thing differently and reality is what we have interpreted. Perception is influenced by attitudes, personality, motives, interests, personal experience, expectations.

According to the **attribution theory**, behaviours resulting from internal causes are behaviours over which the employee has influence, because they are subject to personal control, while behaviours caused by external factors do not depend on the individual. Usually people attribute an external attribution to their behaviour, while others are inclined to attribute internal factors.

Consistency, distinctiveness and consensus are also important in **attribution theory.**

12. Behaviour and action in the organisation

Attribution theory

Distinctivity / selectivity of information - selectivity of information - we collect information about the extent to which a certain person behaves in the same way when dealing with different stimuli. Distinctivity determines whether or not a behaviour is typical of an employee. If it is unusual, the environment will give it an external attribute, and if the employee usually behaves in this way, it will give it an internal attribute.

Commonness / compatibility of information - we collect information that concerns how different people behave towards the same stimuli.

The last element is the **consistency (stability) of the information / consistency** (in time or in the way of doing things). Does the person we observe always behave similarly? If so, we tend to attribute their behaviour to internal factors; if this behaviour is something exceptional we lean toward external factors.

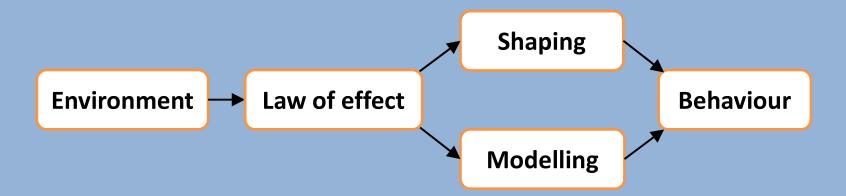## *12. Behaviour and action in the organisation*

Employees' behaviour

Employee behaviour is not always perceived in the same way. They are judged according to context. If a weak student gets a bad grade, this is normal and does not make the teacher think about it, i.e. it gives the teacher an internal attribution. If a poor grade is given to a good student, the teacher is inclined to see his or her failure in external factors and ignore the bad grade.

The attribution error is in attributing external motives to oneself, while in the evaluation of others we see internal motives. For example, when investigating a decline in sales, a manager is more likely to blame salespeople for laziness than to see a decline in sales in the fact that competitors have a more modern product at a similar price.

Our perception is also influenced by selectivity, stereotypes or the assumption of similarity, which sometimes leads to a **halo effect**, i.e. an incorrect assessment based on just one characteristic.

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12. Behaviour and action in the organisation

Learning

Learning is a constant change in behaviour resulting from experience.

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                          ┌──────────┐
                          │ Shaping  │
                          └──────────┘
                        ↗              ↘
┌─────────────┐   ┌──────────────┐              ┌──────────────┐
│ Environment │ → │ Law of effect│              │  Behaviour   │
└─────────────┘   └──────────────┘              └──────────────┘
                        ↘              ↗
                          ┌──────────┐
                          │ Modelling│
                          └──────────┘
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According to **the law of effect**, people tend to repeat behaviours that have positive consequences. If there are unpleasant consequences for our behaviour, the result will be to avoid this type of behaviour.

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12. Behaviour and action in the organisation

Learning (cont.)

The learning process can most often be supported by two concepts: **modelling and shaping**.

Shaping is about learning in stages, learning from mistakes. We try to achieve a positive outcome.

Modelling is based on modifying behaviour according to a pattern. We observe a person who, in our opinion, behaves properly and we try to imitate their behaviour.

12. Behaviour and action in the organisation

Personality

Personality is a combination of psychological traits. On the basis of psychological research, 16 bipolar traits have been identified, which form the basis of social behaviour for the organisation. Five traits that make up **the Big Five model** are important for the organisation.

1. Extraversion: sociability, talkability, assertiveness.
2. Amicability: kindness, willingness to cooperate, trust.
3. Conscientiousness: responsibility, reliability, perseverance, striving for achievements.
4. Emotional stability: composure, enthusiasm, sense of security (positive traits), tension, nervousness, depression, uncertainty (negative traits).
5. Openness to experiences: imagination, artistic sense, intellect.

The basis of professional achievements is conscientiousness, and depending on the possession of other traits, one can predict in which field one will achieve success.

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Praxeology

12. Behaviour and action in the organisation

Personality and occupation

The most successful and achieved by doing professional work in accordance with the type of personality. If an individual prefers work connected with helping others, upbringing should do work for the benefit of society, e.g. be a teacher, if he prefers non-systematic, ambiguous tasks, which enable creative expression, then artistic professions, such as painter, musician, interior decorator, etc., are proper.

Emotions are strong feelings directed at someone or something. They are reactions to an object. Behaviour in an organisation also evokes emotions that can be used for the good of the organisation when an employee shows in contacts with others emotions that are desirable for the organisation. For example, when dealing with colleagues, the employee will be polite.

Emotions can affect productivity. Negative emotions will reduce productivity, which is why companies strive to eliminate emotions from the work environment.

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12. Behaviour and action in the organisation

Emotional intelligence

Emotional intelligence is a set of skills and competences that help us cope with environmental pressures and interpretations.

➢ **Self-awareness** - a person can read their own feelings.

➢ **Self-control** - a person is able to manage their own emotions.

➢ **Motivation to act** - defines perseverance in the face of adversity and setbacks.

➢ **Empathy** - the ability to feel the feelings of other people.

➢ **Social skills** - allow you to properly respond to the feelings of others.

Emotional intelligence helps to improve workplace efficiency. Employees with a high degree of emotional intelligence are more effective. It affects work especially in professions that require intensive social contacts.

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12. Behaviour and action in the organisation

Modification of employees' behaviour

Not all behaviour in an organisation is desirable.

It is therefore important to do this in turn:

1. Identify which behaviours of an employee influence work effectiveness (this is the first stage of modifying employee behaviour).
2. Measurement of these behaviours.
3. Recognition of factors influencing the behaviours studied.
4. Development and implementation of an intervention strategy.
5. Evaluation of effectiveness improvement.

The aim of behaviour modification is to improve employee productivity and reduce errors, absenteeism, delays and accidents.

12. Behaviour and action in the organisation

Modification of employees' behaviour (cont.)

Employee involvement programmes include concepts such as:

➢ employee participation in the management board,

➢ democracy in the workplace,

➢ granting or delegating a power of attorney.

Such actions are intended to stimulate employees to become interested in the fate of the company and to involve them in decision making.

12. Behaviour and action in the organisation

Modification of employees' behaviour (cont.)

Variable payroll programs are forms such as:

➢ piecework wages,

➢ wage incentives,

➢ profit-sharing,

➢ bonuses and benefit sharing.

Their granting depends on the effectiveness of the employee. They are very attractive for the management, because a decrease in productivity results in a reduction in the costs of the organization, and does not deepen the receivables as it is in the case of fixed salaries. Employees with low productivity earn little, so they are forced to work better if they want to earn better.