

An organisation

- A social arrangement for achieving controlled performance in pursuit of collective goals
- Not all work-based

Organisational behaviour

- The systematic study of the behaviour of individuals and groups in organisational settings
- Organisational settings = usually the workplace
- A number of academic disciplines involved, most obviously: psychology and sociology

OB can be used to

- Understand how people function in general
- Understand how specific people function, e.g. self, boss
- Test theories of human behaviour
- Predict how people will react
- Manage/control self/others
- Maximise profitability/efficiency
- Empower the powerless
- Influence workplace justice

Theory and practice

- Theory (in OB): an organised collection of concepts which serves to explain one or more aspect of human behaviour at work
- Organised according to relative importance, timing, causality, connections
- Theory includes description, but goes beyond it: theory helps to explain thoughts, emotions and behaviours
- A good theory is good in practice
- But perhaps people can choose not to beave in line with theory... Maslow's hierarchy emphasises safety... so: why might someone elect to put themselves in harms way?

Example of theory

- Features of the person... well motivated, confident in selection events, positive attitude to change, reality-sense

- Team work is time consuming – may be quicker to do it individually, but is it more effective or of better quality?
- Personality clashes – or can people be united to deal with the common enemy
- Individual identities submerged in the group
- Managing teams of specialists or experts

Belbin's team role theory (1981)

- Devised as a result of the studies conducted by Meredith Belbin in the 1970s (recently updated/developed)
- Roles are based on certain patterns of behaviour that people exhibit within teams which can potentially have an impact on the performance of the team
- When individuals become aware of their own strengths and abilities, and understand the role that he or she is capable of playing within a team, it helps them to deal better with the demands of the team environment
- Team members need to fulfil these roles for the team to be successful
- Most individuals are capable of playing more than one role

Belbin team role self-perception

- Designed to measure behavioural characteristics which individuals display when working in teams
- Measures behaviour rather than personality, so it is not considered to be a psychometric test (those which measure attributes of personality e.g. Myers-Briggs type indicator MBTI)
- There are many other factors which can influence behaviour:
 - Experience
 - Role learning
 - Mental abilities
 - Field constraints
 - Current values and motivations
- BTRSPI – gauges behaviour rather than personality
- Rather than measuring personality, gauges behaviour in order to identify groupings or clusters (team roles) which characterise an individual's behavioural contribution to the workplace

Belbin's team roles

- Action orientated roles
 - Implementer (practical organiser)

- Training: Positive associations with openness, extraversion, and conscientiousness (Brrick et al., 2001)

Big 5: IPIP measure

- The International Personality Item Pool (IPIP; Goldberg, 1999)
- a 50-item measure based on the Five Factor Model
- reliable and valid measure of these dimensions
- Free for academic and non-commercial use
- A short version – the mini IPIP – is also available (see Donnellan et al., 2006)

Big 5 facets and performance

- The lower-order traits (i.e. facets) of the Big Five have links to job performance
- These may be obscured when only looking at the Big Five broad traits
- Match between Big Five facets and occupations (or tasks) can increase performance prediction
- Idea to strive for employee fit

Personality tests at work

Tests are big business. Why?

- They seem to make people understandable
- They can help in staff selection and development

Users of tests assume:

- Tests scores are accurate
- Personality influences behaviour
- The behaviour influenced by personality is crucial for work performance

Benefits of psychological testing

- Sufficiently inexpensive: financial benefits of improved productivity outweigh costs of test development
- Measures of intelligence & personality seem to work
- Relate to a number of factors which are of interest to managers in the workplace

Issues concerning personality tests

- Faking a good impression → **social desirability and lie scales**
- Other factors may be more important

- Work hard/play hard (low risk/fast feedback)

E.g. sales reps

Loss of one sale isn't going to be too damaging

Dynamic

Often customer focused

Focus on Quantity rather than quality – sales revenue ..

No long term focus

Quick fix solutions

Coherence of organisational culture: Martin's 3 perspective framework

- Integrationist

Organizational Culture Can be Managed

- o organization wide consensus
- o Cultural manifestations consistent
- o Lack of ambiguity: culture clear and visible

Effective Management of Organizational Culture can benefit employees & organizations

- Dedifferentiation (sub-cultures)

Cultural manifestation not always consistent

- o Rhetoric versus reality

Differences of interest/value between sub-cultures

- o function, site, hierarchical position, gender, ethnic origin, professional identity, age
- o value consensus WITHIN subcultures
- o Common values between sub-cultures limited

- Fragmentation (no common culture)

No cultural consensus at organization or even sub-culture level

- o ambiguity and inconsistencies in both how culture managed/communicated and understood

Individual people have multiple and continually evolving sense of identity and values

- o Multiple individual identities: gender, age, occupation, nationality....

Managing culture change