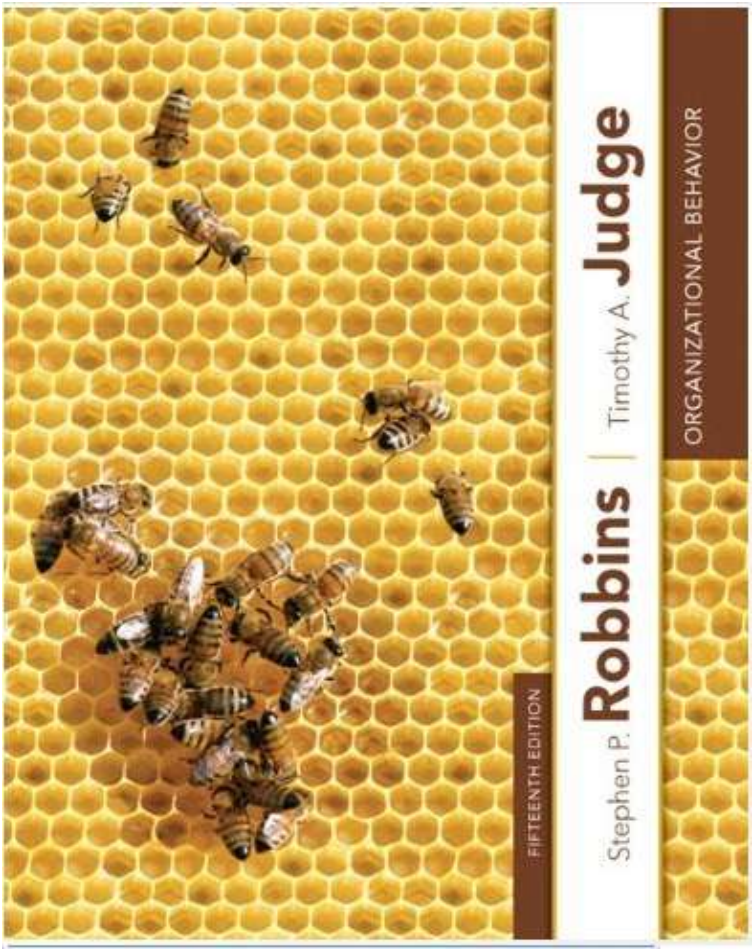
Session 3: Emotion, Perception & Decision Making

Robbins and Judge
Organization Behavior
15 Edition



SESSION GOALS

- Memahami perbedaan Kepribadian (Personality)
- Memahami berbagai perasaan (Emotion) individu
- Mempelajari perbedaan penafsiran/ persepsi
- Mengetahui pengaruh persepsi dalam pengambilan keputusan
- Memahami peran intuisi dalam pengambilan keputusan

GOAL ONE

PERSONALITY

Personality

- Definition :
  - Gordon Allport → sistem psikofisik yang dinamis dalam diri seseorang yang menentukan keunikan karakteristik penyesuaian diri terhadap lingkungan
  - Karakteristik yang melekat pada individu yang tercermin dalam perilakunya
- Measuring Personality :
  - Helpful in hiring decisions (??)
  - Low in accuracy, people tend to create good image

Personality Determinants

- Faktor penentu kepribadian: Keturunan dan Lingkungan
  - Your Parents
  - Your Early childhood experience
  - Your Nanny
  - Your School
  - Your Family
  - Your Friends
  - Media
  - Your Life Purpose
  - Yourself

THE ATTITUDE

- Attitude describes the way your employee feels inside.
  - These are his feelings toward you, his coworkers and his position within the company.
- Every employee has an attitude towards the environment -- either good or bad (+ or -)
- This attitude influence how he performs.
- Attitude is an inward feeling,
  - an employee's bad attitude might remain hidden.
  - But if he's not careful, his bad attitude might show in his actions.

THE BEHAVIOR

- the way your employee responds to his attitude.
- This response is either positive or negative, depending on how the employee views his position and the company.
- For example, an employee who disagrees with you might overstep boundaries or ignore office protocol. In addition, an employee who dislikes another coworker or has little respect for a coworker might display this attitude by speaking harshly to this individual, being biased or engaging in other inappropriate acts, such as harassment.

POSITIVE ATTITUDE

- OPTIMISM
- ACCEPTANCE
- RESILLIENCE
- GRATITUDE
- RESPONSIBLE
- CONSTRUCTIVE
- COMMITTED
- PART OF SOLUTIONS
- CONFIDENCE
- PROACTIVE
- RESPECT
- ADAPT/ADJUST
- SHARING

How the Big Five Traits Predict Behavior?

- Sikap tertentu menunjukkan hubungan kuat dengan kinerja
  - Example : conscientious people have better performance than other.
- Pengaruh model Big Five lainnya ;
  - Emotional stability is related to job satisfaction.
  - Extroverts tend to be happier in their jobs and have good social skills.
  - Open people are more creative and can be good leaders.
  - Agreeable people are good in social settings.

Other Personality Traits Relevant to OB

- Core Self-Evaluation
  - The degree to which people like or dislike themselves
- Machiavellianism
  - Pragmatic, emotionally distant, believes that ends justify the means
  - High Machs are manipulative, win more often, and persuade more than they are persuaded.
  - Flourish when:
    - Have direct interaction
    - Work with minimal rules and regulations
    - Emotions distract others
- Narcissism-Narcissus, man who fell in love with his image
  - Self-important person who needs excessive admiration
  - Is the narccisist effective in their jobs or NOT??

More Relevant Personality Traits

- Self-Monitoring
  - The ability to adjust behavior to meet external, situational factors.
  - High monitors conform more and are more likely to become leaders.
- Risk Taking
  - The willingness to take chances.
  - May be best to align propensities with job requirements.
  - Risk takers make faster decisions with less information.

More Relevant Personality Traits

- Proactive Personality
  - Identifies opportunities, shows initiative, takes action, and perseveres to completion
  - Creates positive change in the environment regardless of, or even in spite of, constraints or obstacles
- Type A and B of Personality
  - Your turn to self study on this matters

Personality-Job Fit Theory

- A theory that identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

Holland's Theory of Personality-Job Fit

Type	Personality	Occupations
Realistic	Shy, Stable, Practical	Mechanic, Farmer, Assembly-Line Worker
Investigative	Analytical, Independent	Biologist, Economist, Mathematician
Social	Sociable, Cooperative	Social Worker, Teacher, Counselor
Conventional	Practical, Efficient	Accountant, Manager Bank Teller
Enterprising	Ambitious, Energetic	Lawyer, Salesperson
Artistic	Imaginative, Idealistic	Painter, Writer, Musician

Person-Job Fit

- John Holland's Personality-Job Fit Theory
  - Six personality types
  - Develop Vocational Preference Inventory (VPI) – 160 titles
- Key Points of the Model:
  - There are intrinsic differences in personality between people
  - There are different types of jobs
  - People in jobs congruent with their personality should be more satisfied and have lower turnover
- Satisfaction influence by job-personal matching

Person-Organization Fit

- The employee's personality must fit with the organizational culture.
- People are attracted to organizations that match their values.
- Those who match are most likely to be selected/succed.
- Mismatches will result in turnover.
- Can use the Big Five personality types to match to the organizational culture.

GOAL TWO

EMOTIONS

Emotion and Mood

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Kisah Florence dan Warga Yogya

Florence Sihombing diamuk warga Yogya di media sosial. Gara-garanya, florence menulis status yang dianggap menghina warga Yogya. Florence menulis status itu karena kesal ditolak mengantre di jalur antrean mobil di sebuah SPBU.

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Emotion and Mood

- Afeksi
  - Istilah umum yang secara luas digunakan untuk menggambarkan serangkaian perasaan dan suasana hati seseorang
- Emosi/Perasaan
  - Perasaan yang kuat terhadap seseorang atau sesuatu
- Mood/Suasana Hati
  - Perasaan yang tidak terlalu kuat dan seringkali muncul tanpa diketahui faktor penyebabnya

Hubungan Emosi Dengan PO

- Mitos Rasionalitas
  - Emosi/perasaan merupakan sesuatu yang tidak logis
  - Managers worked to make emotion-free environments
- Pandangan mengenai emosi
  - Emosi dianggap mengganggu
  - Emosi berkaitan dengan produktivtas
- Emosi tidak dapat dipisahkan dari pekerjaan, kelompok, dan organisasi
- How R ur feeling?;
  - Right now
  - When u woke up this morning

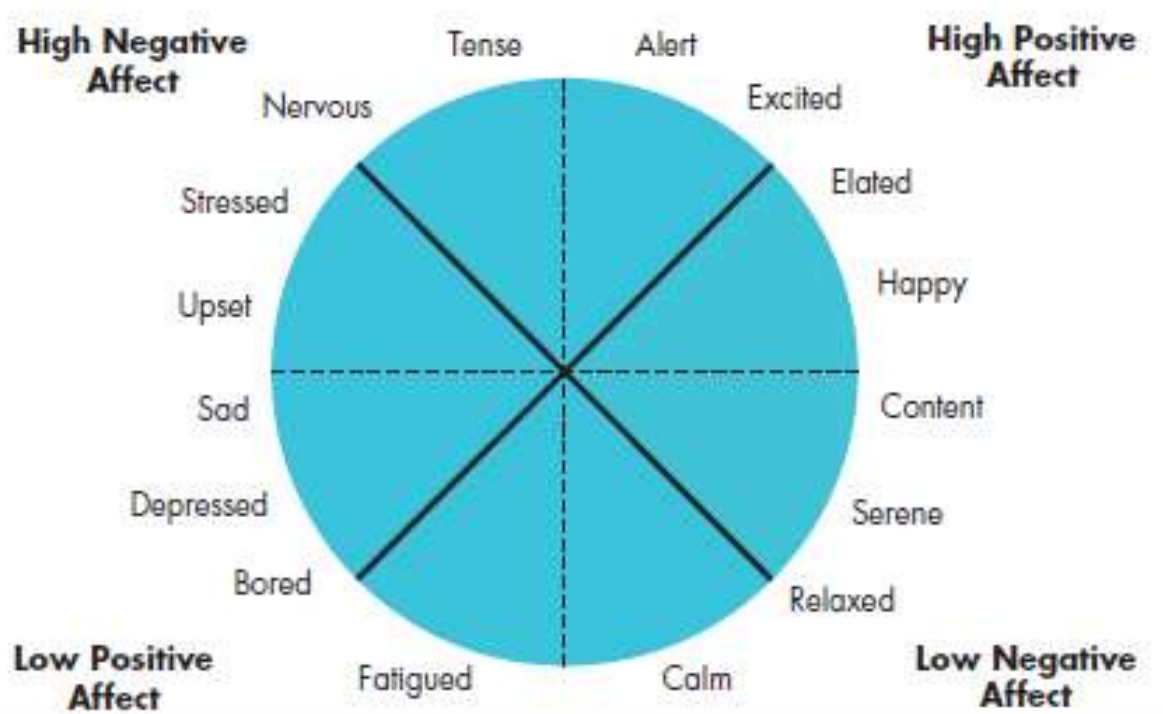
The Basic Emotions

- Meski tidak diakui secara universal, emosi dapat dibagi menjadi 6 emosi dasar:
  - Anger
  - Fear
  - Sadness
  - Happiness
  - Disgust
  - Surprise

Basic Moods: Positive and Negative Affect

- Emosi tidak bersifat netral
- Suasana hati berpengaruh terhadap persepsi dan kondisi kenyataan

Exhibit 4-2 The Structure of Mood



What Is the Function of Emotion?

- Emotions can interfere our decision-making process in a positive and negative ways.
  - Rational VS Irrational
  - Ethical VS Unethical

Sources of Emotion and Mood

- Sikap dasar kepribadian
  - There is a trait component – affect intensity
- Time
  - Happy when school's out and sad when it started
  - Happier at the end of the month because ……
- Weather
- Stress
  - Meski dalam skala kecil, stres yang konstan dapat menurunkan mood
- Social Activities
  - Interaksi dengan orang lain

More Sources of Emotion and Mood

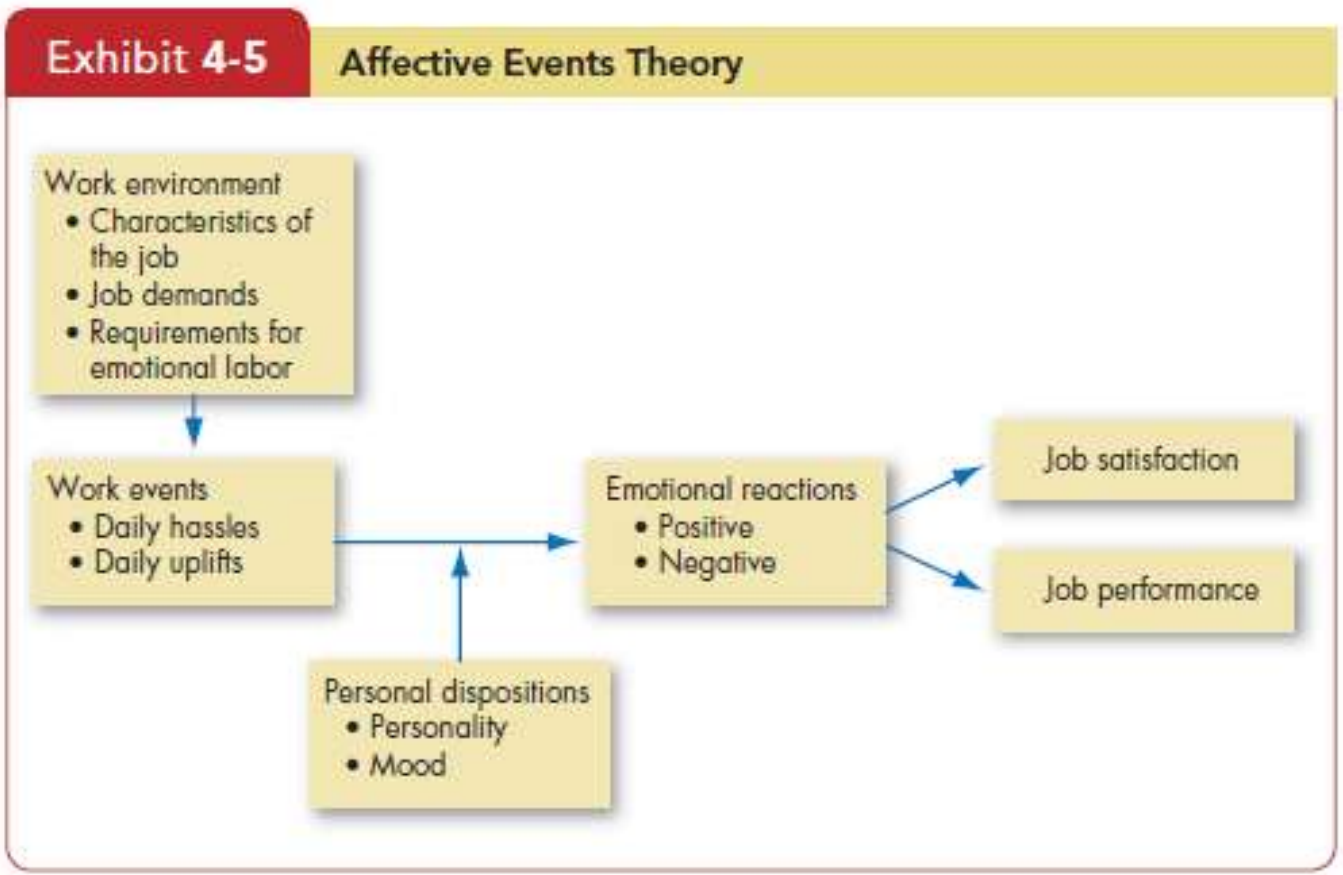
- Sleep
  - Poor sleep quality increases negative affect
- Exercise
  - Does somewhat improve mood, especially for depressed people
- Age
  - Older folks experience fewer negative emotions
- Gender
  - Women tend to be more emotionally expressive, feel emotions more intensely, have longer-lasting moods, and express emotions more frequently than do men

Perasaan/Emosi di Lingkungan Kerja

- Perasaan seorang karyawan yang diperlihatkan atau dimunculkan ketika melakukan interaksi sosial di lingkungan pekerjaan
- Ketidak sesuaian emosi:
  - Karyawan menunjukkan satu perilaku yang berbeda dengan apa yang dia rasakan
  - Berpotensi menimbulkan masalah
- Jenis emosi:
  - Dirasakan, perasaan yang sebenarnya sedang dirasakan
  - Ditunjukkan: perasaan yang diharapkan
    - Surface Acting: displaying appropriately but not feeling those emotions internally
    - Deep Acting: changing internal feelings to match display rules - very stressful

Affective Events Theory (AET)

- Kondisi atau kejadian di lingkungan kerja mempengaruhi timbulnya emosi positif atau negatif



Source: Based on N. M. Ashkanasy and C. S. Daus, "Emotion in the Workplace: The New Challenge for Managers," *Academy of Management Executive* (February 2002), p. 77.

Emotional Intelligence (EI)

- A person's ability to:
  - Be self-aware
    - Recognizing own emotions when experienced
  - Detect emotions in others
  - Manage emotional cues and information
- EI plays an important role in job performance
- EI is controversial and not wholly accepted
  - Case for EI:
    - Intuitive appeal; predicts criteria that matter; is biologically-based.
  - Case against EI:
    - Too vague a concept; can't be measured; its validity is suspect.

Implementasi Emosi dan Mood pada PO

- Proses seleksi (saat ini banyak perusahaan mengutamakan EI)
- Proses pengambilan keputusan
- Kreativitas karyawan
- Penerapan teknik motivasi
- Gaya Kepemimpinan
- Pola hubungan antar rekan kerja (formal dan informal)
- Interaksi dengan pelanggan dan klien
- Ketaatan dalam mengikuti ketentuan organisasi
- Cara menyikapi tugas dan tanggung jawab

GOAL THREE

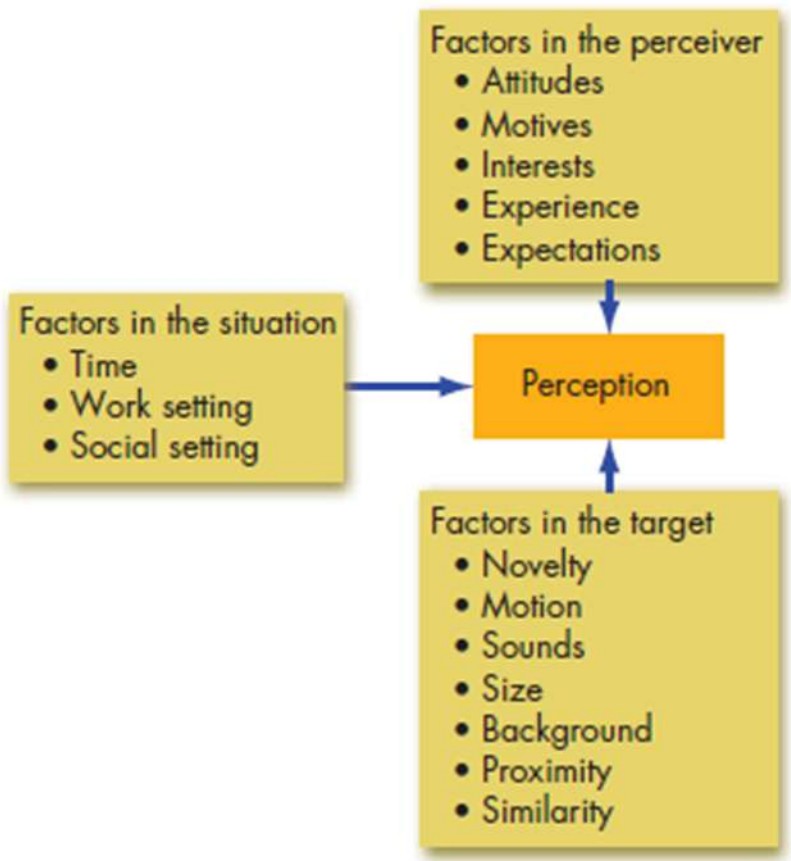
PERCEPTION

Pengertian Persepsi

- Proses yang dijalani oleh individu untuk mengelola dan mengartikan kesan sensorik mereka dengan tujuan untuk memberikan arti terhadap lingkungannya.
- Sebagian besar perilaku individu dipengaruhi oleh persepsinya terhadap kenyataan,
  - BUKAN pada kenyataan itu sendiri.
- **The world as it is perceived is the world that is behaviorally important.**

Factor Affecing Perception

Exhibit 6-1 Factors That Influence Perception



Attribution Theory: Judging Others

- Teori yang menjelaskan cara kita menilai orang lain secara berbeda tergantung dari arti yang kita kaitkan dengan perilaku tertentu
- Menilai apakah perilaku orang didasarkan oleh faktor penyebab eksternal atau internal
  - Internally caused behaviors → under the personal control of the individual.
  - Externally caused behavior → situation force the individual to do
- Penilaian dan persepsi terhadap orang lain dipengaruhi oleh asumsi yang dimiliki/digunakan

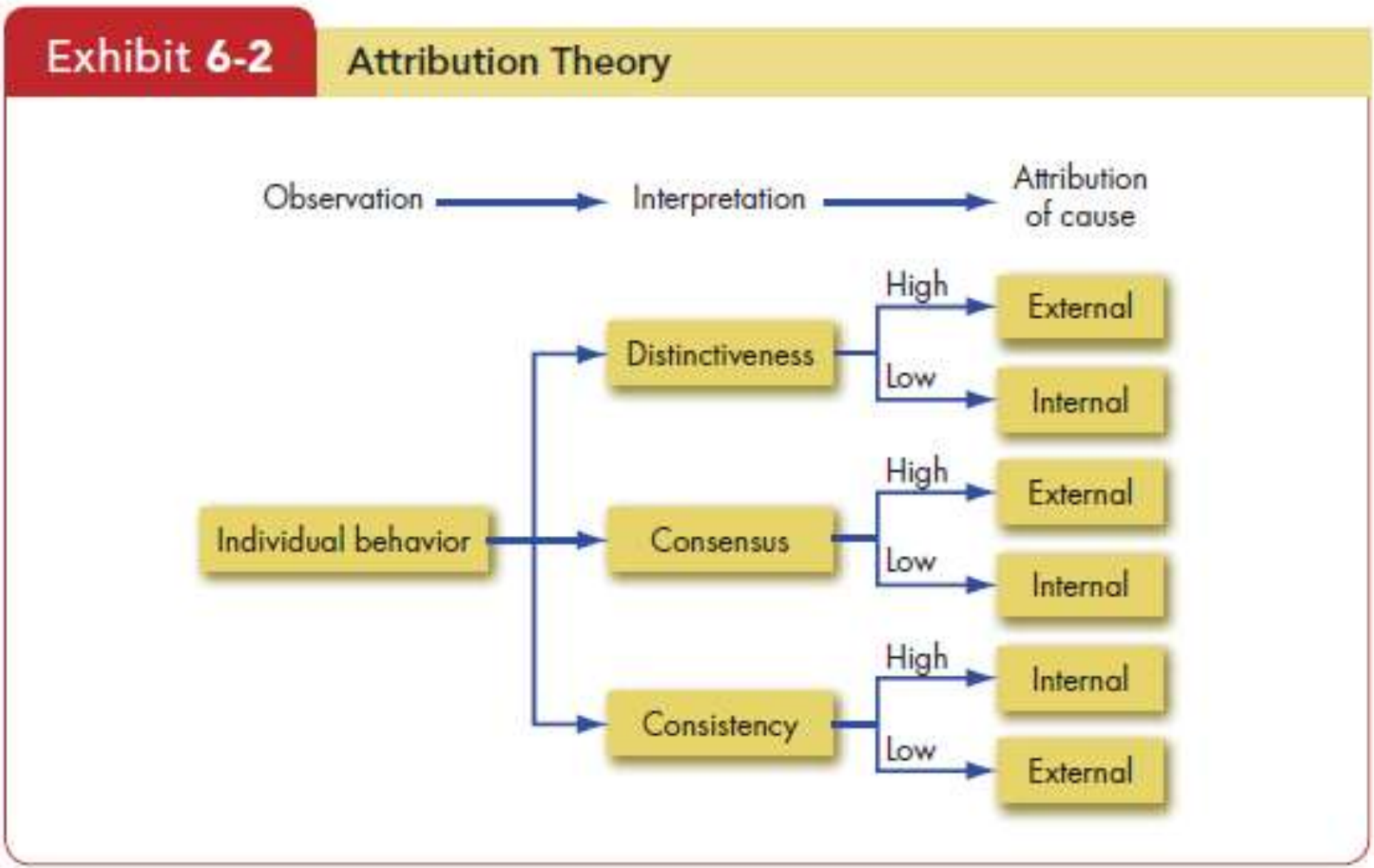
Attribution Theory: Judging Others

- Example 1: when someone late for work, you can;
  - Dia tidur terlalu malam karena berpesta di diskotik (I)
  - Hujan turun sejak subuh dan menyebabkan kemacetan (E)
- Example 2: student not submit assignment on time
  - Menunda waktu pengerjaan (I)
  - Di rawat di rumah sakit (E)
- Example 3: tidak menepati janji/komitmen
  - Tidak mempersiapkan diri dengan optimal (I)
  - Jalanan tertutup massa demo (E)

Attribution Theory: Judging Others

- 3 factors which determine individu to act:
  - Kekhasan (distinctiveness) -- > Shows **different behaviors in different situations**
    - Tinggi - eksternal
    - Rendah (berulang, rutin)– internal
  - Konsensus → Response is the **same as others** in the same situation
    - Tinggi - eksternal
    - Rendah – internal
  - Konsistensi → Responds in the same way **over time and time**
    - Tinggi - internal
    - Rendah – eksternal

Elements of Attribution Theory



Bias dan Kesalahan dalamAttributions

- Kesalahan fundamental → menganggap kecil atau rendah faktor eksternal dan terlalu menganggap penting faktor internal ketika menilai orang lain. Example: kegagalan pencapaian sales disebabkan oleh **kemalasan** bukan karena **produk yang jelek**
- Bias tendensi individu
  - Menganggap keberhasilan disebabkan oleh faktor internal
  - Menyalahkan faktor eksternal untuk kegagalan
  - (nilai A adalah karena upaya dan kepandaian siswa, nilai E karena dosen tidak bisa mengajar dan sentimen)
- Universal Rule → people tends to choose what comfort them, nobody wants to be the last one who standing when the music stops

Jalan Pintas Untuk Menilai Orang Lain

- Selective Perception
  - Orang dengan sengaja memilih berdasarkan apa yang mereka sukai atau kehendaki (pengalaman, perilaku, latar belakang)
- Halo Effect
  - Melakukan penilaian menyeluruh terhadap individu berdasarkan satu karakteristik saja
- Contrast Effects
  - Membandingkan seseorang dengan orang lain yang baru saja ditemui yang memiliki karakteristik lebih baik atau lebih jelek
- Stereotyping
  - Menilai seseorang berdasarkan persepsi yang dimiliki terhadap kelompok dimana orang tersebut tergabung (agama, suku, ras, bangsa)

Judgement **DO** happen in Organizations

- Wawancara calon karyawan
- Penilaian kinerja
- Kinerja karyawan
- Tingkat loyalitas
- Kepuasan kerja
- Keputusan SDM

GOAL FOUR

PERCEPTION on DECISION MAKING

Hubungan antara Persepsi & Keputusan

- Masalah → kesenjangan antara yang diharapkan dengan yang terjadi
- Keputusan
  - Pilihan-pilihan yang harus diambil untuk menyelesaikan masalah
- Keterkaitan persepsi:
  - Identifikasi masalah dan proses pengambilan keputusan banyak dipengaruhi oleh persepsi
    - Problems must be recognized
    - Data must be selected and evaluated

Pengambilan Keputusan dlm Organisasi

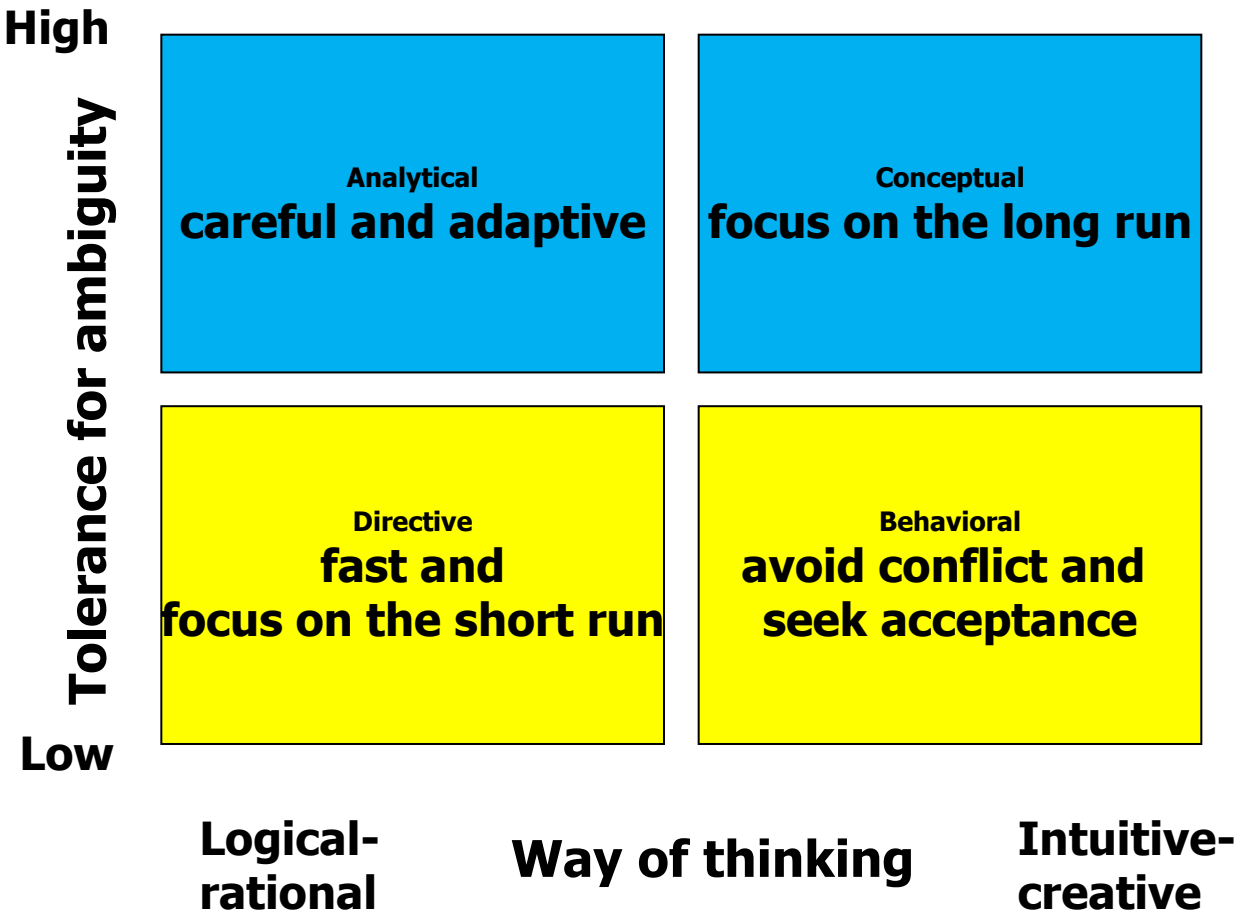
Rational Decision Making

- The "perfect world" model: assumes complete information, all options known, and maximum payoff

Six-step decision-making process

- Define the problem
- Identify decision criteria
- Allocate weight to criteria
- Develop alternatives
- Evaluate alternatives
- Select the best alternative

Decision making
Decision-style



GOAL FIVE

INTUITIONS & DECISION MAKING

Pengambilan Keputusan dlm Organisasi

- Bounded Reality
  - Seeks satisfactory and sufficient solutions from limited data and alternatives
  - Our **limited information-processing capability** → impossible to assimilate and understand all the information necessary to optimize.
  - People **respond to a complex problem by reducing** it to a level at which they can readily understand it.
  - Many problems **don't have an optimal solution** because they are too complicated to fit the rational decision-making model.
  - Satisfice → they seek solutions that are satisfactory and sufficient.

Pengambilan Keputusan dlm Organisasi

- Intuition
  - Proses yang tidak didasarkan pada kesadaran dan dipengaruhi oleh pengalaman masa lalu yang dapat membantu pengambilan keputusan
    - Relies on holistic associations
    - Affectively charged – engaging the emotions
  - Highly complex and highly developed form of reasoning that is based on years of experience and learning
  - Least rational way of making decisions
  - Rational & intuition can complement each other.

Common Biases and Errors in Decision Making

- Kepercayaan diri berlebihan
  - Believing too much in our own ability to make good decisions – especially when outside of own expertise
- Anchoring Bias (panduan awal)
  - Using early, first received information as the basis for making subsequent judgments
- Confirmation Bias (menggunakan informasi yang diinginkan)
  - Selecting and using only facts that support our decision
- Availability Bias (ketersediaan informasi saat itu)
  - Emphasizing information that is most readily at hand
    - Recent & Vivid
    - Accident rate between flying and driving

Common Biases & Errors in Decision Making

- Komitmen berlebihan terhadap suatu keputusan
  - Increasing commitment to a decision in spite of evidence that it is wrong – *especially if responsible for the decision!*
- Randomness Error
  - Mengartikan suatu kondisi dari serangkaian kejadian tertentu – superstitions
- Risk Aversion
  - The tendency to prefer a sure gain of a moderate amount over a riskier outcome, even if the riskier outcome might have a higher expected payoff.
- Hindsight Bias
  - After an outcome is already known, believing it could have been accurately predicted beforehand (Soccer commentator after the game)

Individual Differences in Decision Making

- Kepribadian
  - Conscientiousness may effect escalation of commitment
    - Achievement strivers are likely to increase commitment
    - Dutiful people are less likely to have this bias
  - Self-Esteem
    - High self-esteem people are susceptible to self-serving bias
- Jenis kelamin
  - Women analyze decisions more than men – *rumination*
- Kesiapan mental
- Perbedaan budaya

Batasan2 di dalam Organisasi

Managers shape their decisions to reflect the organization's performance evaluation and reward system, to comply with its formal regulations, and to meet organizationally imposed time constraints. Precedent can also limit decisions.

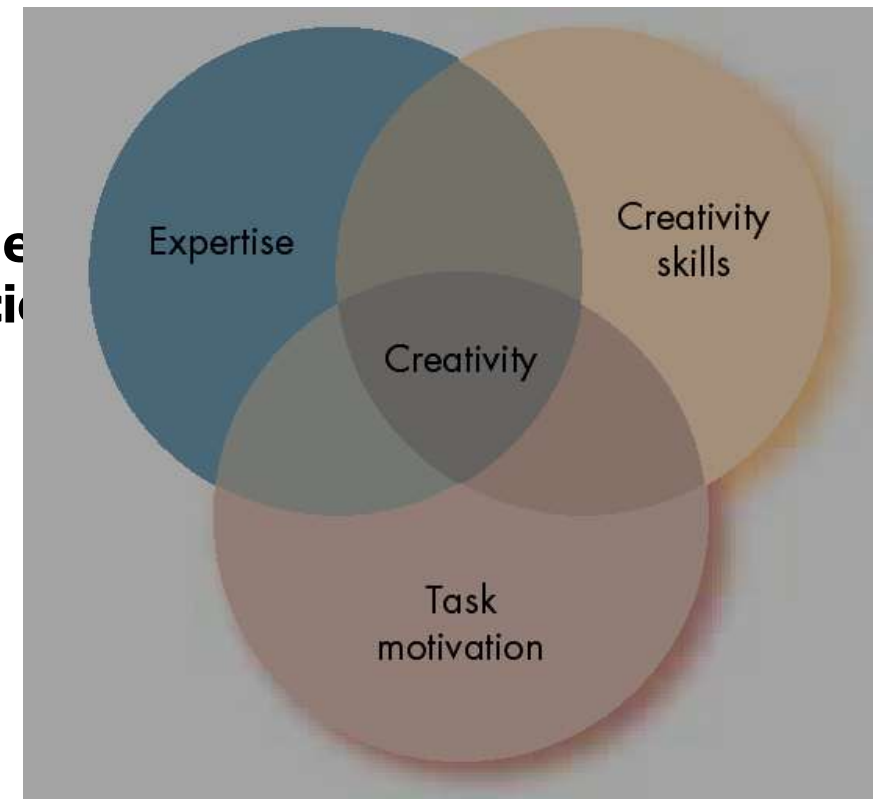
- Performance Evaluation
  - Managerial evaluation criteria influence actions
- Reward Systems
  - Managers will make the decision with the greatest personal payoff for them
- Formal Regulations, limit the alternative choices
- System-Imposed Time Constraints
  - Restrict ability to gather or evaluate information
- Kondisi masa lalu
  - Past decisions influence current decisions

Creativity in Decision Making

- Creativity
  - The ability to produce novel and useful ideas
- Three Component model of creativity
  - Challenging Task
  - Expertise
  - Creative thinking

Creativity: The ability to produce novel and useful ideas.

- **Abilities**
- **Knowledge**
- **Proficienci**



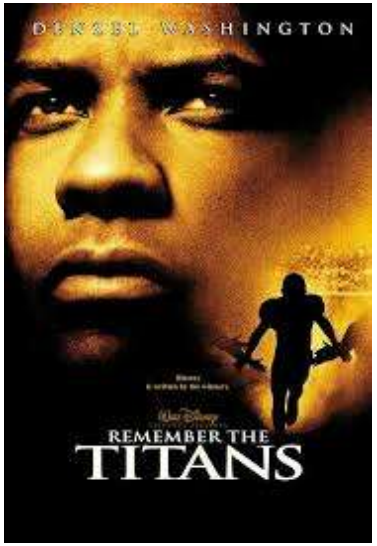
- **Intelligence,**
- **Independence**
- **Self-confidence**
- **Risk taking**

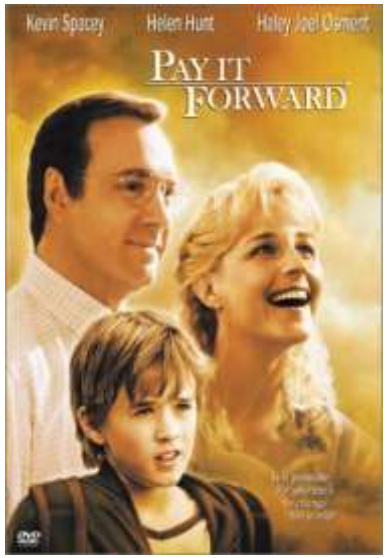
- **Interesting, Involving**
- **Exciting, Satisfying**
- **Personally challenging**

Ethics in Decision Making

- Ethical Decision Criteria
  - Utilitarianism
    - Decisions made based solely on the outcome
    - Seeking the greatest good for the greatest number
    - Dominant method for businesspeople
  - Rights
    - Decisions consistent with fundamental liberties and privileges
    - Respecting and protecting basic rights of individuals such as whistleblowers
  - Justice
    - Imposing and enforcing rules fairly and impartially
    - Equitable distribution of benefits and costs

Watch the Movie and tell us your story





OTHER MOVIES OF YOUR CHOICE ABOUT LEADERSHIP, PERCEPTION, DECISION MAKING, LIFE CHANGING SCENE …..