

Personality & Emotion

ORGANIZATIONAL BEHAVIOR

STEPHEN P. ROBBINS

ELEVENTH EDITION

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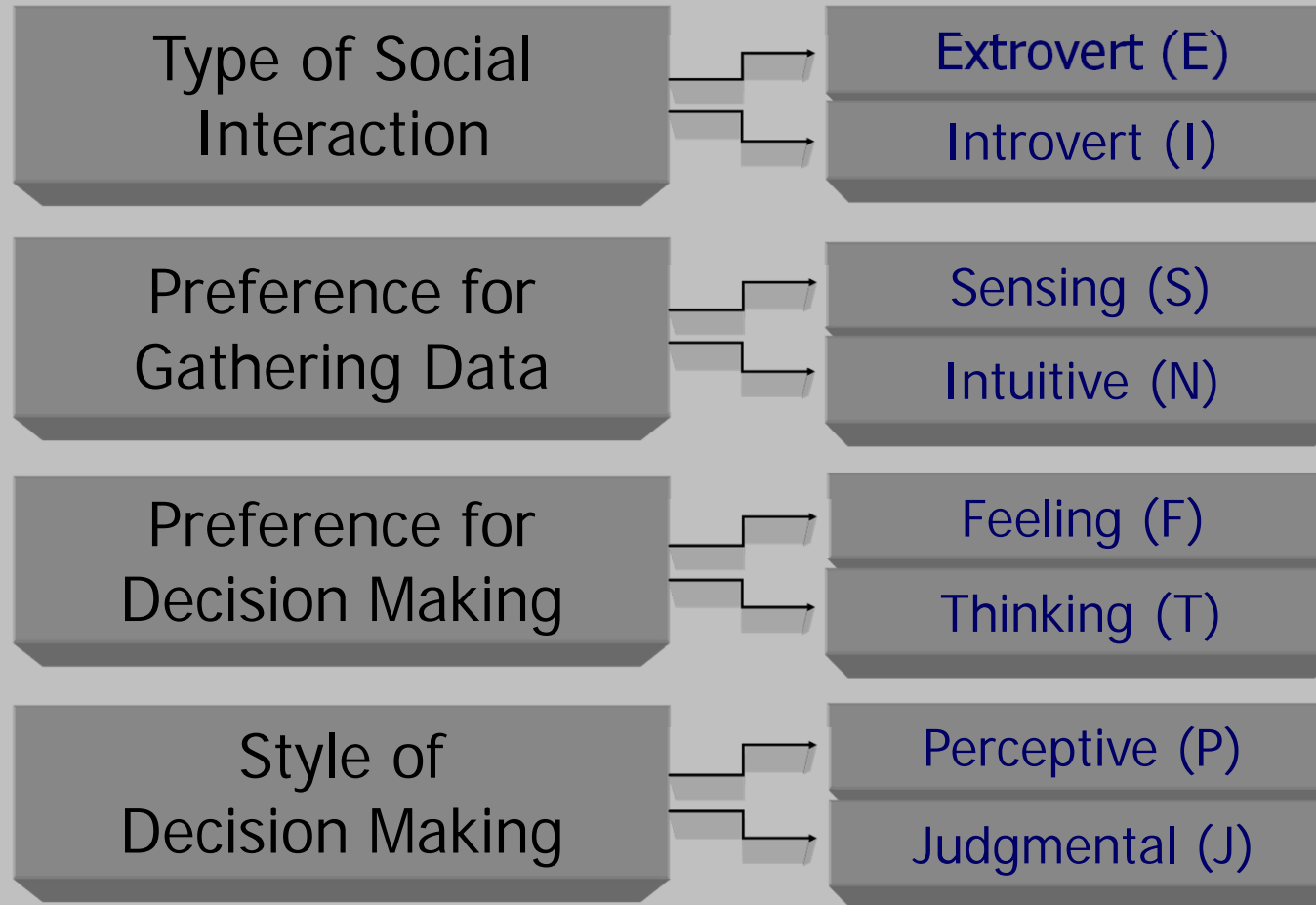
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Personality

Kombinasi cara-cara yang dipergunakan oleh seseorang dalam berinteraksi dengan orang lain, yang dipengaruhi oleh sifat turunan (genetis), lingkungan (budaya) dan situasi.

Myers-Briggs Type Indicator

(MBTI)



INTJ = Visionaries
ESTJ = Organizers
ENTP = Conceptualizer

Extraversion

(Comfort level of relationship)

Agreeableness

(Propensity to defer to others)

The "Big Five"
Personality Model

**Emotional
Stability**

(Ability to cope with stress)

**Openness to
Experience**

(Interest & fascinate with novelty)

Conscientiousness

(A measure of reliability)

Locus
of Control
(master of own fate)

Machiavellian
Personality
(ends can justify means)

Risk
Propensity

Other Key
Personality
Attributes

Authoritarian
Personality

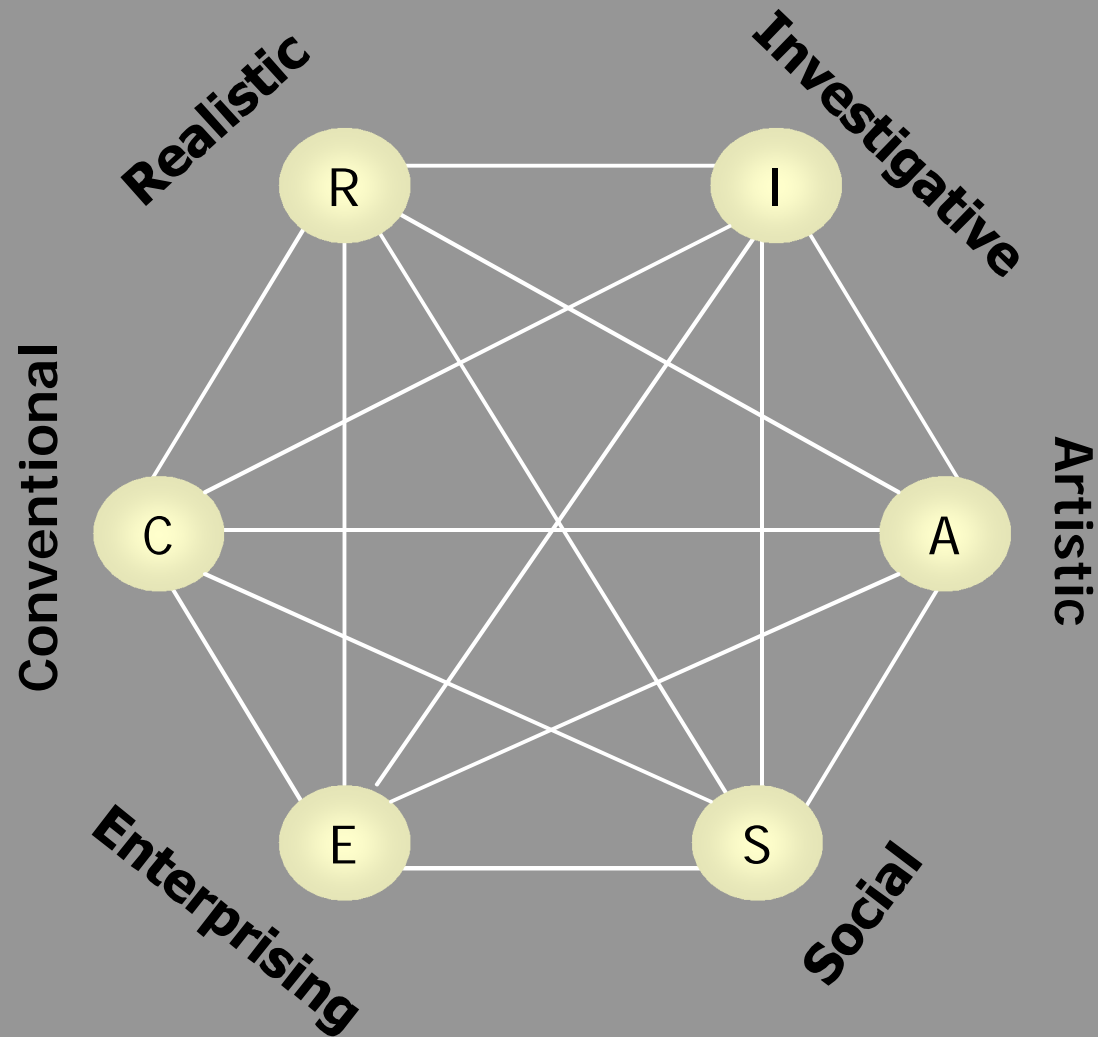
Self
Monitoring

Type A
PersonalityT

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

Occupational Personality Types



What Are Emotions?

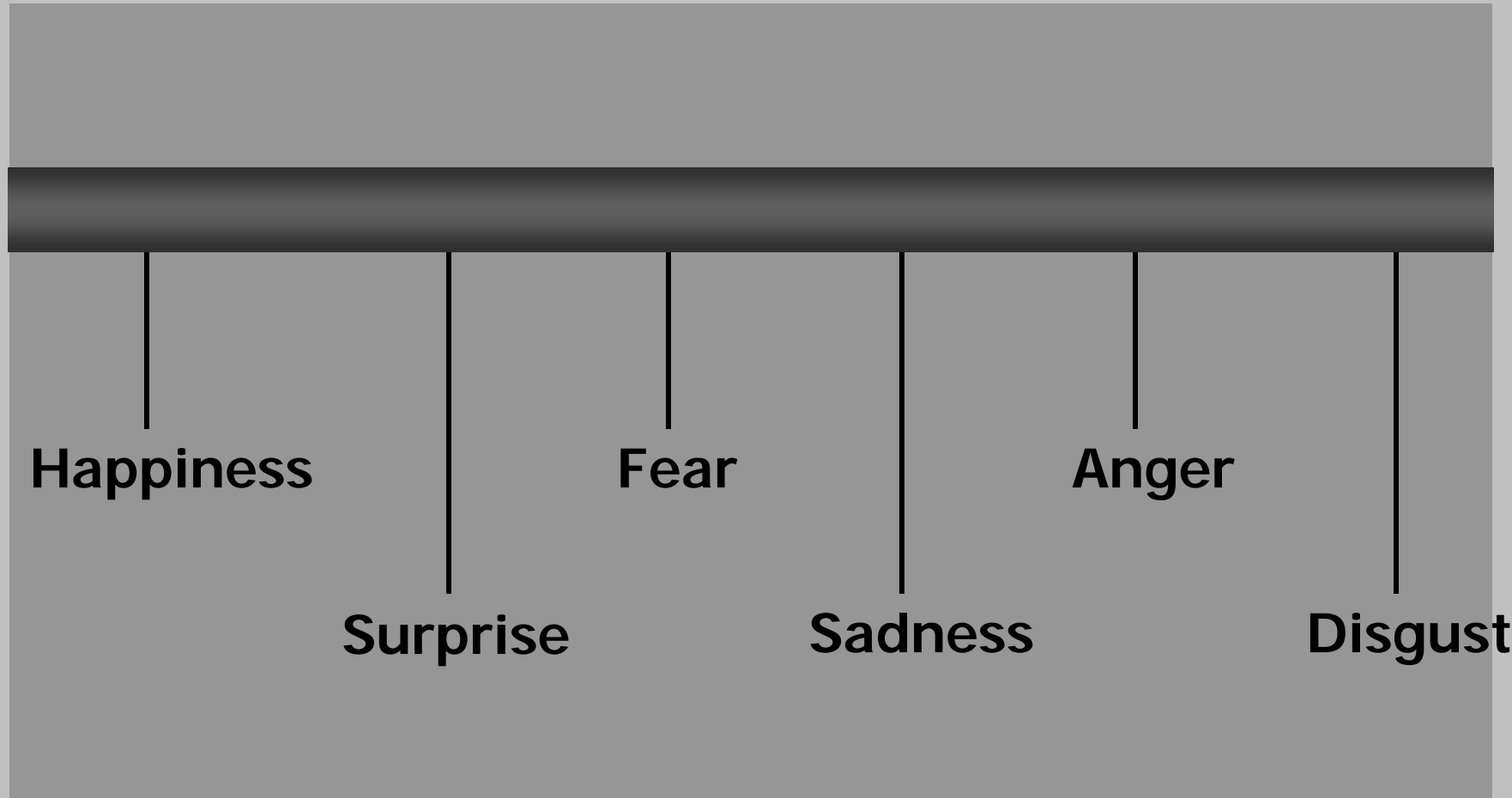
(intense feeling that are directed to someone or something)

Common Misconceptions

Important Terms

Emotions in the Workplace

Six Universal Emotions



Happiness

Surprise

Fear

Sadness

Anger

Disgust

```
graph LR; A[Other Key Issues] --> B[Emotionless People]; A --> C[Gender and Emotions]; A --> D[Culture and Emotions];
```

**Other Key
Issues**

**Emotionless
People**

**Gender
and Emotions**

**Culture
and Emotions**

OB Applications

Emotional Intelligence (EI)

Decision Making

Motivation

Leadership

Interpersonal Conflict

Perception & Decision Making

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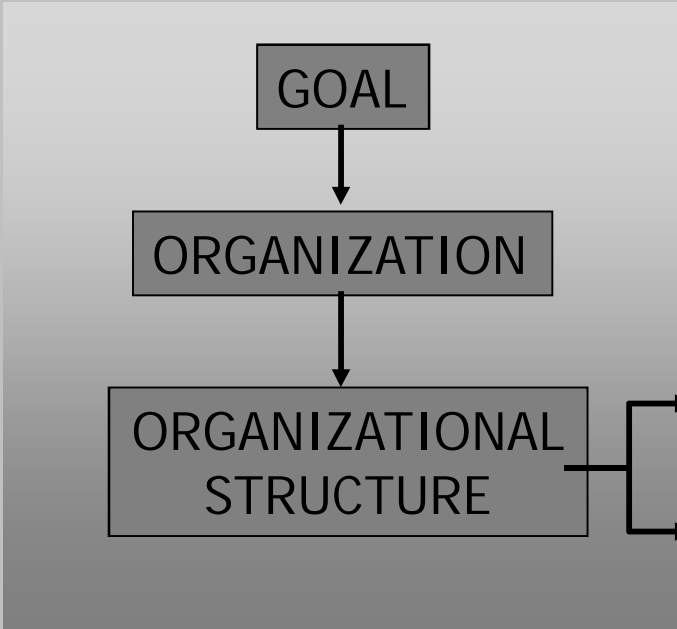
Perception

Persepsi adalah suatu proses pengorganisasian dan interpretasi kesan-kesan sensorik (panca indra) untuk menjadikan sesuatu hal, menjadi memiliki makna (arti).

Perilaku seseorang akan dipengaruhi oleh persepsinya atas apa yg terjadi, bukan pada kejadiannya itu sendiri. ***We don't see things as they are, we see things as we are.***

Keputusan-keputusan dan kualitas penetapan akhir individual dlm suatu organisasi , sebagian besar dipengaruhi oleh persepsi

Perception



INDIVIDU-1

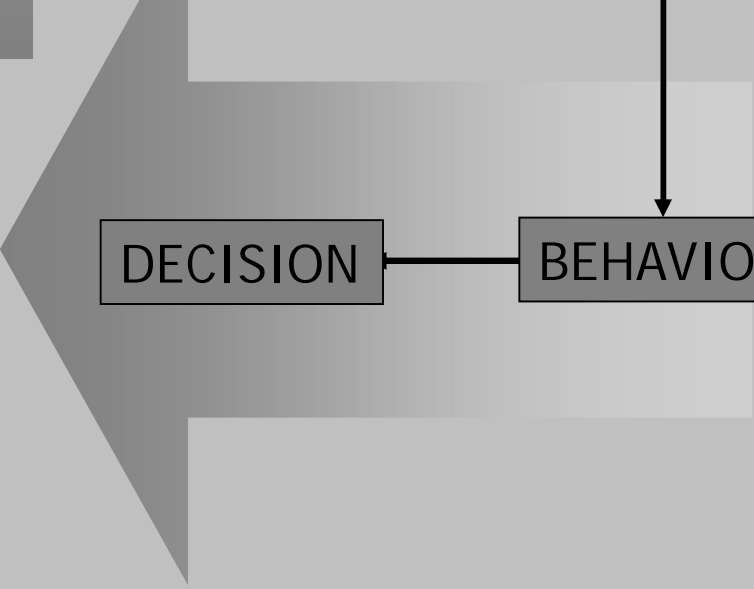
INDIVIDU-2

PERCEPTION

**GOAL
ATTAINMENT**

DECISION

BEHAVIOR



Perception

Factors in the perceiver

- /// Attitudes
- /// Motives, interests
- /// Experience
- /// Expectations

PERCEPTION

Factors in the situation

- /// Time
- /// Work setting
- /// Social setting

Factors in the target

- /// Novelty
- /// Motion
- /// Sounds, size
- /// Background
- /// Proximity

Wawancara kerja :

Informasi yang terdengar di awal wawancara akan lebih berpengaruh dibandingkan dengan yang terdengar belakangan, hal ini bisa berakibat; calon pegawai mendapatkan nilai tinggi karena tidak munculnya persepsi negatif, bukan karena adanya hal-hal yg positif.

Performance expectations :

if a manager expects big things from his people, they're not likely to let him down. Similarly, if manager expects people to perform minimally, they'll tend to behave so as to meet those low expectations.

Performance evaluation :

to the degree that managers use subjective measures in appraising employees, what the evaluator perceives to be good or bad employee characteristics or behaviors will significantly influence the outcome of the appraisal

Employee effort :

an assessment of an individual's effort is a subjective judgment susceptible to perceptual distortion and bias

Employee loyalty :

an employee who questions a top-management decision may be seen as disloyal by some, yet caring and concerned by others

Current state
VS
Desired state

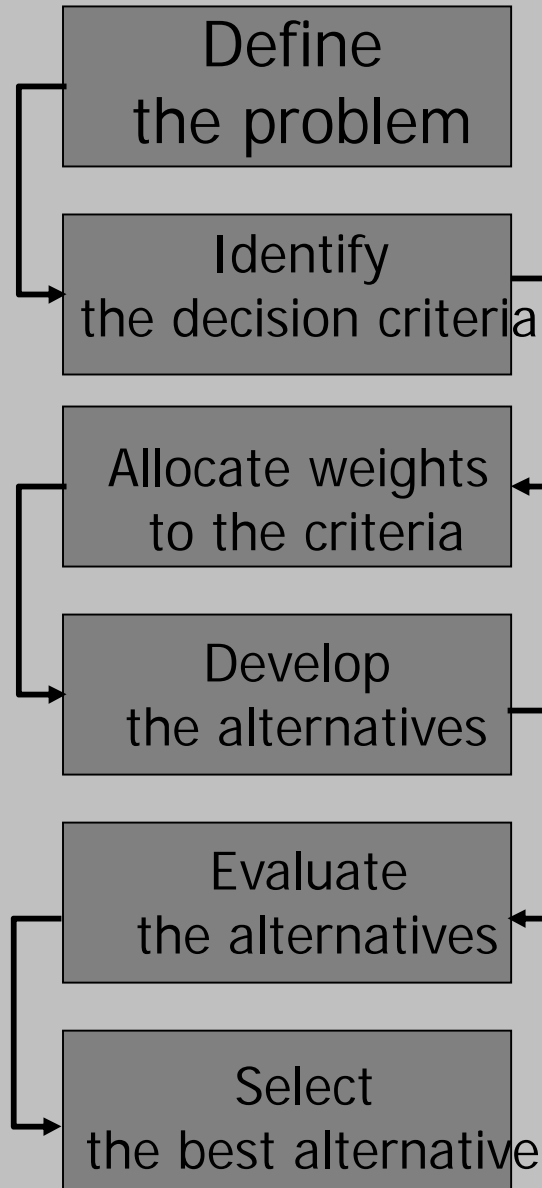
a perceptual issue

The awareness that **a problem** exists

alternative courses of action

a decision needs to be made

Decision making



A discrepancy between an existing and a desired state of affair

What is and isn't relevant in making decision

To give the correct priority

List the possible alternatives

Analyze and evaluate strengths and weaknesses

Highest score alternative

Decision making
Decision-style

High
Tolerance for ambiguity
Low

Analytical
careful and adaptive

Conceptual
focus on the long run

Directive
fast and
focus on the short run

Behavioral
avoid conflict and
seek acceptance

Logical-
rational

Way of thinking

Intuitive-
creative

Decision making

Creativity: The ability to produce novel and useful ideas.

- Abilities
- Knowledge
- Proficiencies



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

- Interesting, Involving
- Exciting, Satisfying
- Personally challenging

Decision making (suggestions)

- 1 Analyze the situation, adjust your decision style to the national culture and organization's culture in which you're working
- 2 Beware of biases, We all bring biases to the decisions we make
- 3 Combine rational analysis with intuition, by using both, you can actually improve your decision making effectiveness
- 4 Specific decision style for specific job, aligning your decision style to the requirements of the job will improve your decision effectiveness
- 5 Be creative.

1 Utilitarianism

📖 Seeking the greatest good for the greatest number.

2 Rights

📖 Respecting and protecting basic rights of individuals

3 Justice

📖 Imposing and enforcing rules fairly and impartially.