

Individual behaviour and learning in organisations-1 &2

Lecture outline

1. Factors that influence individual behaviour and performance.
2. Identify five types of work-related behaviour.
3. Describe the A-B-C model of behaviour modification.
4. Explain how feedback influences individual behaviour and performance.
5. Identify five elements of effective feedback.
6. Describe the three features of social learning theory.
7. Outline Kolb's model of experiential learning.

Customer service at Singapore Air

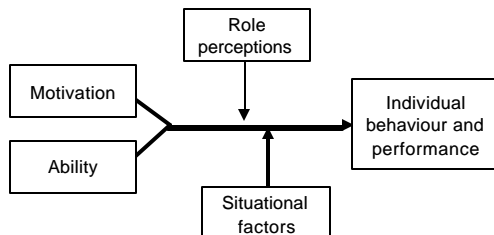
Singapore Airlines provides exceptional customer service by paying attention to the four drivers of individual behaviour and performance: **motivation, ability, role perceptions** and **situational factors** (MARS).



Important question:

What are the factors that determine an individuals behavior and performance?

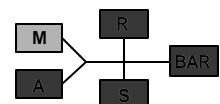
MARS model of behaviour and performance



Employee motivation

Internal forces that affect a person's voluntary choice of behaviour

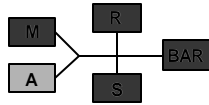
- direction
- intensity
- persistence



Employee ability

Natural aptitudes and learned capabilities required to successfully complete a task

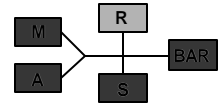
- competencies – personal characteristics that lead to superior performance
- person – job matching
 - select qualified people
 - develop employee abilities through training
 - redesign job to fit person's existing abilities



Employee role perceptions

Beliefs about what behaviour is required to achieve the desired results:

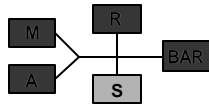
- understanding what tasks to perform
- understanding relative importance of tasks
- understanding preferred behaviours to accomplish tasks



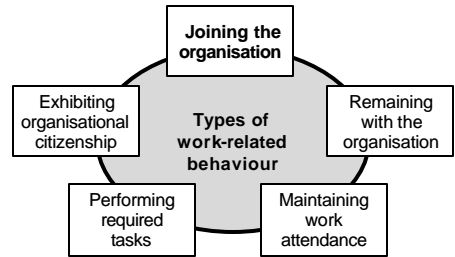
Situational factors

Environmental conditions beyond the individual's short-term control that constrain or facilitate behaviour

- time
- people
- budget
- work facilities

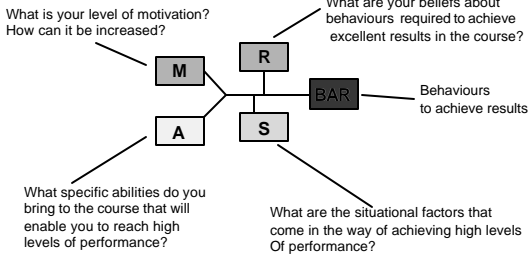


Types of work-related behaviour



Application Exercise:

Use MARS Model to Improve Your Performance in BUSN2007



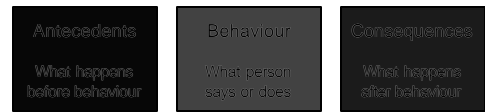
Definition of learning

A relatively permanent change in behaviour (or behaviour tendency) that occurs as a result of a person's interaction with the environment

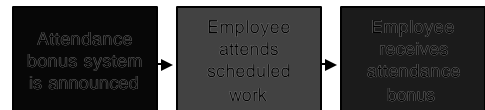
Behaviour modification

- We 'operate' on the environment
 - alter behaviour to maximise positive consequences and minimise adverse consequences
- Operant versus respondent behaviours
- Law of effect
 - likelihood that an operant behaviour will be repeated depends on its consequences

A-B-Cs of behaviour modification



Example



Contingencies of reinforcement

	Consequence is introduced	No consequence	Consequence is removed
Behaviour increases/maintained	Positive reinforcement		Negative reinforcement
Behaviour decreases	Punishment	Extinction	Punishment

OB MOD Organisational Applications

- **Well Pay versus Sick Pay**
 - Reduce absenteeism by rewarding attendance, not absence.
- **Employee Discipline**
 - The use of punishment can be counter-productive.
- **Developing Training Programs**
 - OB MOD methods improve training effectiveness.
- **Self-management**
 - Reduces the need for external management control.

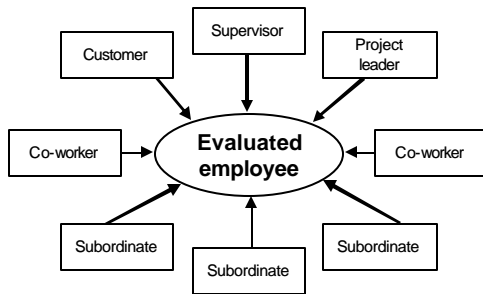
Behaviour modification limitations

- Can't reinforce non-observable behaviour
- Reinforcer tends to wear off
- Variable ratio schedule is a form of gambling
- Ethical concerns about perceived manipulation

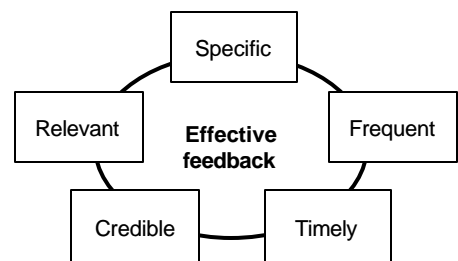
Learning through feedback

- Any information about consequences of our behaviour
- Clarifies role perceptions
- Corrective feedback improves ability
- Positive feedback motivates future behaviour

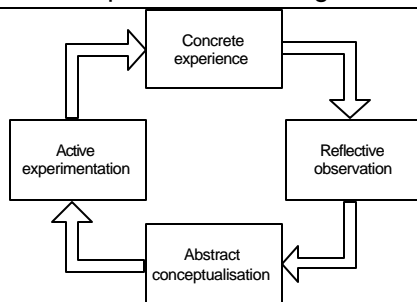
Multi-source (360 degree) feedback



Giving feedback effectively



Kolb's experiential learning model



Developing a learning orientation

- Value the generation of new knowledge
- Reward experimentation
- Recognise mistakes as part of learning process
- Encourage employees to take reasonable risks

Action learning

- Experiential learning in which employees are involved in a 'real, complex and stressful problem', usually in teams, with immediate relevance to the company
 - concrete experience
 - learning meetings
 - team conceptualises and applies a solution to a problem

The Spiral of Action Research Cycles

