2.0 UNDERSTANDING INDIVIDUAL BEHAVIOUR

1. What is belief?
Belief is an enduring organization of perceptions and cognitions about some aspect of the individual world.

2. What do you understand by individual behavior?
Individual behavior refers to the response of the person in reference to various perspectives in an organizational situation. Every individual is different in nature so understanding individual behavior is complex. Individual behavior moreover is difficult to predict due to interplay of different variables.

3. Give the meaning of mental process.
Mental process basically is the performance of some composite cognitive activity. In simple words, it refers to a process that receives information from environment, analyze it and make decision and develop attitude based on the analysis.

4. What are the basic steps in mental process?
The basic stages in mental process are enlisted as follows:
- Analyze
- Purpose
- Research
- Decide
- Hypothesize
- Initiate

5. Sketch the figure of “behavior as an input-output system”.
The figure that represents behavior as an input-output system is sketched below.
6. What is cognitive dissonance?
A situation that involves conflicting attitudes, beliefs or behaviors is termed as cognitive dissonance. In other words, cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviors and attitudes.

7. What are human motives?
Human motives refer to factors that determine a person’s choice of one course of behavior from among several possibilities. In other words, it is a human’s reason for choosing one behavior from among several choices.

8. State the factors influencing attitude.
The primary factors influencing attitude are enlisted as follows:
- Family
- Individual behavior
- Teachers
- Individual ability
- Friends
- Environment
- Co-workers
- Experience

9. Define beliefs and value.
Belief is an enduring organization of perceptions and cognitions about some aspect of the individual world. Value on the other hand is a framework of personal philosophy which governs and influences the individual’s reactions and responses to any situations.

10. Differentiate values from beliefs.
They are differentiated as follows:

<table>
<thead>
<tr>
<th>Value</th>
<th>Belief</th>
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</thead>
<tbody>
<tr>
<td>Value is a framework of personal philosophy which governs and influences the individual’s reactions and responses to any situations.</td>
<td>Belief is an enduring organization of perceptions and cognitions about some aspect of the individual world.</td>
</tr>
<tr>
<td>Value is derived from social, cultural and moral backgrounds.</td>
<td>Beliefs are formed from past experience, available information and generalization.</td>
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11. What are the needs of human beings?
A need is a lack or deficit of something within the system or organism. The different needs of human beings can be classified into two major halves.

- Primary need: Primary need refer to the things that human require sustaining themselves. For example, food, water, shelter, etc.

- Secondary need: Primary need refer to desire and want of human beings and is much more psychological. For example, power, achievement, order, etc.

12. Enlist the major human needs with examples.
The major human needs are enlisted as follows:

- Primary need: food, water, shelter, etc.
- Secondary need: achievement, autonomy power, affiliation, understanding, etc.

An attitude refers to evaluative statements or judgments concerning objects, people or events. In other words, an attitude refers to the way a person feels about and disposed towards some object.

14. What do you mean by emotions?
Emotion is an acute disturbance of the individual as a whole, psychological in origin, involving behavior, conscious experience and visceral functioning. In other words, emotion is any experience of strong feeling, usually accompanied by bodily change in circulation, breathing, sweating, etc. and often accompanied by tense and impulsive actions.

15. List out the major factors influencing individual behavior?
Individual behavior as a dependent variable is influenced by numerous factors enlisted as follows:

- Goals
- Needs
- Beliefs
- Motives
- Attitudes
- Sensation
- Values
- Cognitive dissonance
- Emotions
- Behavior

Values

Value is a framework of personal philosophy which governs and influences the individual’s reactions and responses to any situations. In other words, value refers to the worth or excellence or the degree of worth ascribed to an object. Values represent basic convictions of an individual as to what is right, good or desirable. They imply enduring conviction and carry moral flavour. There may be set of values which form a value system. This system represents an order of priority of individual values in relation to their relative significance. It can be ascertained by assessing the relative significance assigned by an individual to varied objects such as freedom, pleasure, self-respect, honesty, obedience and equality. Culture is a source of values. It contains as well as reinforces them. People learn to include values from their parents, teachers, friends, media and all those whom they respect and thus imitate them.

Sources of Values

Ever wondered where do our values come from? There is no particular answer in regard to the sources of values. However, many studies have pointed that major portion of values comes from gene; with the minor portion coming from a number of factors like friends, teachers, society, national culture and similar environmental influences.

One recent study conducted amongst twins pointed out that more than 40 percent of the value you inherit is explained by genetics. Having said that, environmental factors are also the critical sources of value.

Function of Values

The primary functions of values are listed below:

- Values provide goals or objectives to an individual which they aim to fulfill.
- Values are extremely crucial in creating sense of belongingness as they are shared in common. Values, thus, provide stabilities and uniformities in group interaction.
- A number of rules are accepted and followed as they represent the values accepted by majority of people. In this regard, value bring legitimacy to the rules that govern specific activities.
- Majority of people try to achieve same goals in different field of their life. It is entirely possible that they seek to modify these rules as per their convenience. In this scenario, value helps to bring adjustment between different set of rules.
- Values help to differentiate between what is desirable and undesirable as well as what is right and wrong.

17. Define behavior as input-output system.

Behavior as Input-out System

Employee is considered as the “spinal cord” of every organization. Managers of every organization must be familiar about behavior of employee. Human behavior is influenced by
both internal and external factors. In this regard, it is considered as a system comprising input-processing-output.

Understanding an individual behavior is a very difficult task. Therefore behavior can be observed as input-output system.

Inputs: Stimuli form the inputs for the system and the information getting process or function is the sensation. The event data from the environment are received and transformed to sensations by feeling, hearing, seeing, smelling, tasting, etc.

Processing: Something happens to the inputs as soon as they are sent to processing. In processing, three activities are mainly carried out enlisted as follows:
> Selecting information
> Organizing information
> Interpreting information

Outputs: Outputs are the behavioral response of individual. It is caused by inputs and processing components of the individual behavior. The two key responses are covert and overt. The situations in which outputs occur largely influence the working of the system as a whole. These situations may include environmental factors, which affect, the psychomotor process.

18. What are attitudes? Describe the elements of attitudes.

Meaning of Attitudes

Attitudes are evaluative statements. They respond one’s feeling either favorably or unfavorably to persons, objects or and events. In other words, attitudes reflect how one feels about something. For example, when someone says “I like working in an agricultural farm.”; he is expressing his attitude about his work. Attitudes are not same as values, but the two are interrelated.

Elements of Attitudes

The key elements of attitudes are explained briefly:

Cognitive: It is the opinion or belief segment of an attitude.
Affective: It is the emotional or feeling segment of an attitude. Cognitive element sets the stage for the more critical path of an attitude.

Behavioral: It is an intention to behave in a certain way towards someone or something.

Hence, in sum one can say that

Attitudes are related to the feelings and beliefs of people.

Positive attitudes respond to persons, objects or events.

Attitudes affect behavior either positively or negatively.

Attitudes undergo changes.

19. Discuss sensation, value and belief.

Sensation

Sensation can be defined as individual’s capacity to sense the world. Each and every motivated individual senses the world, interprets it, responds to it and reacts to the results of his own responses. Every individual has capacity to sense. How he/she senses these things or in which way he senses these things affect his behavior. For example, if an individual senses cold, his behavior is in regard to want of warm clothes. Similarly inside the organization, how the employee sense the environment mould their behavior. Sensation has three factors to work namely: stimulus, receptor and nervous system. Stimulus are the inputs that are sensed and received by the receptor organ and transmitted to the nervous system for further processing to draw out the meaningful result.

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Belief

Belief is an important factor causing individual behavior variation. Belief can be based on knowledge, opinion and faith. They are acquired from parents, teachers, peer, reference group member, etc. They assign meaning to individual’s day-to-day perceptions and activities and serve in attempted solution of varied goals. An individual’s beliefs also exert a vital impact on his motivation in two ways:
i. He/she must believe that he is capable of performing the acts, which the organization expects of him/her.

ii. He/she must believe that performance of acts desired by the organization will have positive outcomes for him/her personally.

20. Explain the mental process.

Mental Process

Mental process is defined as the mechanism that receives information from environment analyzes them and makes decision or develop attitude based on the analysis. Mental process is a cognitive process that is not observable directly. For a good mental process, the following elements are essential:

. Ability to perceive visible and invisible information from the environment
. Ability to generate meaning from analysis of information
. Ability to develop solution for solving problem

Mental process is a six step process which is explained below:

i. Analyze
Analyze is the first step in mental process. In this step, various aspects related to personal life is critically examined so that essential elements are brought out.

ii. Research
Research is a systematic investigation into a subject to discover facts, theories, applications, etc. In this regard, second step of mental process is essential to investigate the essential elements brought out and change the belief system.

iii. Hypothesize
It is the third step in mental process. In this process a hypothesis is formed. This step is utilized to “make sense” of how something works, what actions are appropriate, etc.

iv. Purpose
It is the fourth step in the mental process. In this step a hypothesis is proposed for ourselves.

v. Decide
It is the second last step in mental process. In this step, a judgment is pronounced so that one can come to a conclusion. To he precise, in this step one makes the decision to try its hypothesis.

vi. Initiate
It is the last step in the mental process. Initiate as the word itself suggests is beginning. One uses this step to direct oneself to act on the hypothesis.