Values, Attitudes, Emotions, and Culture: The Manager as a Person

Chapter 2

website

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Learning Objectives

LO1  How managers think, feel, and behave
LO2  Understand manager’s values
LO3  Understand manager’s values and attitudes
LO4  Understand manager’s moods and emotions
LO5  Understand manager’s EQ
LO6  Define Organizational Culture

Personality Traits

• **Personality Traits**
  – Enduring tendencies to feel, think, and act in certain ways that can be used to describe the personality of every individual

Manager’s and Traits

• Managers’ personalities influence their behavior and approach to managing people and resources
  
  • No single trait is right or wrong for being an effective manager
  • Effectiveness depends on people and job

Big Five Personality Traits

• **Extraversion**
  – tendency to experience positive emotions and moods and feel good about oneself and the rest of the world

  • Managers high in extraversion:
    – sociable, affectionate, outgoing and friendly
  • Managers low in extraversion:
    – Less social interaction, less positive
Big Five Personality Traits

• **Negative affectivity**
  – tendency to experience negative emotions and moods, feel distressed, and be critical of oneself and others

• **Agreeableness**
  – tendency to get along well with others
  • Managers **high** in agreeableness:
    – likable, affectionate and care about others
  • Managers with **low** agreeableness:
    – may be distrustful, unsympathetic, uncooperative and antagonistic

• **Conscientiousness**
  – tendency to be careful, hard working and check details
  • Managers **high** in conscientiousness:
    – are organized and self-disciplined
  • Managers **low** in conscientiousness:
    – lack direction and self-discipline

• **Openness to Experience**
  – tendency to be original, have broad interests, be open to a wide range of stimuli, be daring and take risks

Other Personality Traits

• **Self-Esteem**
  – The degree to which people feel good about themselves and their capabilities
  • High self-esteem causes a person to feel competent, and capable.
  • Persons with low self-esteem have poor opinions of themselves and their abilities.
Other Personality Traits

• Need for Achievement
  – The extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence

• Need for Affiliation
  – The extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having other people get along

• Need for Power
  – The extent to which an individual desires to control or influence others

Other Personality Traits

Values, Attitudes, and Moods and Emotions

• Values
  – Describe what managers try to achieve through work and how they think they should behave

• Attitudes
  – Managers’ thoughts and feelings about their specific jobs and organizations.

• Moods and Emotions
  – How managers actually feel when they are managing

Values

• Terminal Values
  – A lifelong goal or objective that an individual seeks to achieve

• Instrumental Values
  – A mode of conduct that an individual seeks to follow

• Value System
  – The terminal and instrumental values that are guiding principles in an individual’s life.
Values

• Norms
  – informal rules of conduct for behaviors in a group or organization
  – What are the norms in NKUHT?

Attitudes

• Job Satisfaction
  – A collection of feelings and beliefs that managers have about their current jobs.

Attitudes

• Organizational Citizenship Behaviors
  – Behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and gaining a competitive advantage

Attitudes

• Organizational Commitment
  – The collection of feelings and beliefs that managers have about their organization as a whole

Moods and Emotions

• Mood
  – A feeling or state of mind

• Emotion
  – Intense, relatively short-lived feelings

Emotional Intelligence

• Emotional Intelligence
  – The ability to understand and manage one’s own moods and emotions and the moods and emotions of other people
  • Helps managers carry out their interpersonal roles of figurehead, leader, and liaison
Organizational Culture

• Organizational Culture
  — Shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals

• Attraction-Selection-Attrition Framework
  — A model that explains how personality may influence organizational culture.
  • Founders of firms tend to hire employees whose personalities that are to their own

Role of Values and Norms

• Terminal values
  — signify what an organization and its employees are trying to accomplish

• Instrumental values
  — guide the ways in which the organization and its members achieve organizational goals

• Managers determine and shape organizational culture through the kinds of values and norms they promote in an organization

Factors that Maintain and Transmit Organizational Culture

− Socialization
− Stories and language
− Ceremonies and rites

Figure 2.9

Role of Values and Norms

• Organizational socialization
  — process by which newcomer’s learn an organization’s values and norms and acquire the work behaviors necessary to perform jobs effectively

• Ceremonies and Rites
  — Formal events that recognize incidents of importance to the organization as a whole and to specific employees
Ceremonies and Rites

- **Rites of passage**
  - determine how individuals enter, advance within, or leave the organization
- **Rites of integration**
  - build and reinforce common bonds among organizational members

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Ceremonies and Rites

- **Rites of enhancement**
  - let organizations publicly recognize and reward employees’ contributions and thus strengthen their commitment to organizational values

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Stories and Language

- **Communicate organizational culture**
- **Stories reveal behaviors** that are valued by the organization
- Includes how people dress, the offices they occupy, the cars they drive, and the degree of formality they use when they address one another

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Four Tasks of Management

- **The values and norms of an organization’s culture affect how management perform the four tasks.**

  ![Diagram](image)