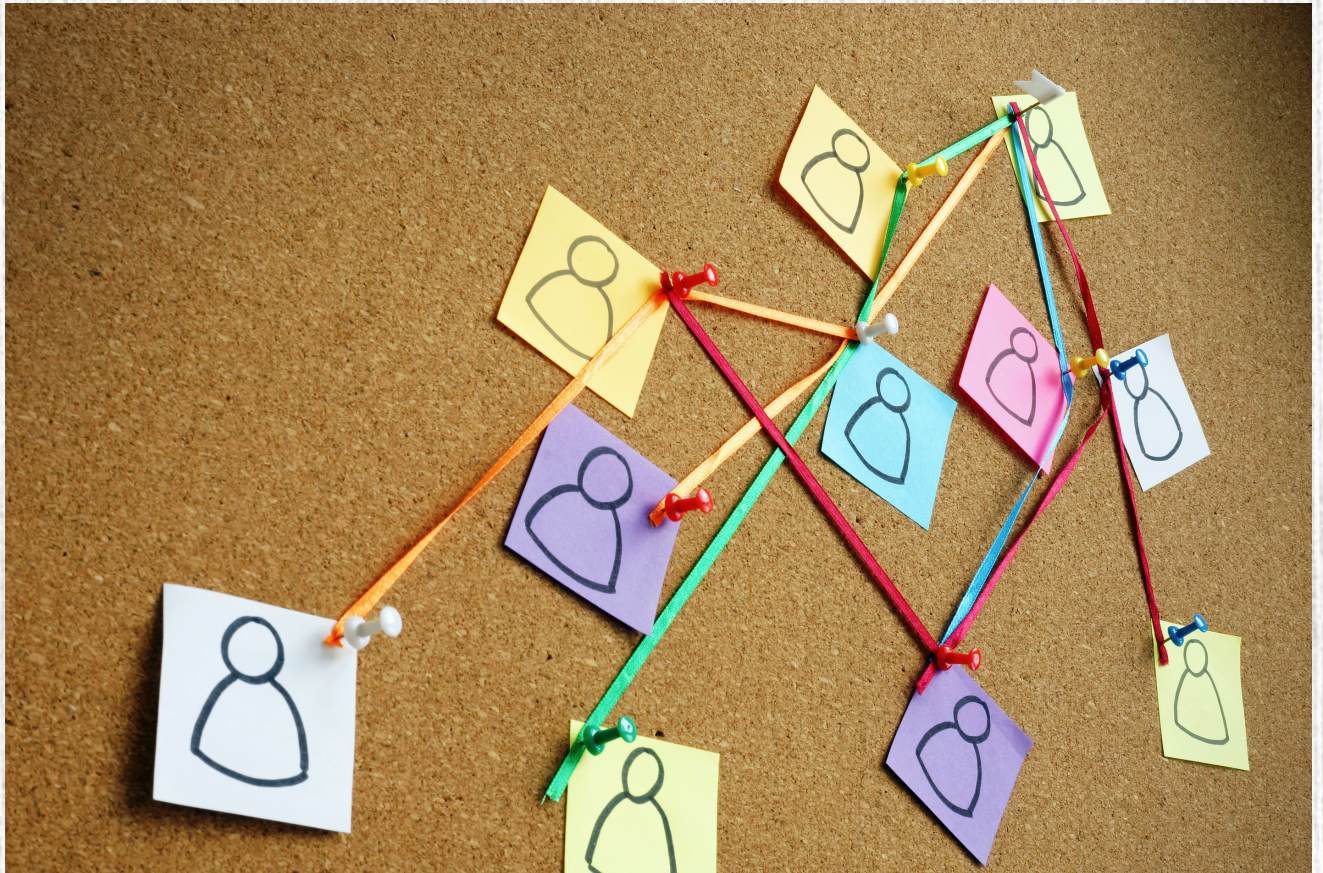


# Essentials of Organizational Behaviour

First Edition



**NOOR FALIZA OMAR  
NOR LINDA MOKHTAR  
YANTI YUSOP**



# *Essentials* *of* Organizational Behaviour

*First Edition*

**NOOR FALIZA OMAR  
NOR LINDA MOKHTAR  
YANTI YUSOP**



# DISCLAIMER AND COPYRIGHT

©2023 by Politeknik Ungku Omar (Malaysia)

First published 2023

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system without written permission from the publisher, Politeknik Ungku Omar.

eISBN: 978-629-7635-10-1

Author: Noor Faliza Binti Omar, Nor Linda Binti Mokhtar and Yanti Binti Yusop

Published by: Politeknik Ungku Omar, Jalan Raja Musa Mahadi, 31400 Ipoh, Perak.

Tel: 1300881969 Fax: 05-5471162





## PREFACE

Organizational behaviour is a vital field of study that bridges the gap between academia and business. Its emphasis on understanding human behaviour within organizations, commitment to empirical research, and relevance to both educational and practical contexts make it an indispensable area of knowledge for anyone interested in the functioning and management of organizations. This e-book will help students to understand organizational behaviour, organizational behaviour model, challenges and opportunities that managers face in organizations, components of attitudes, causes and impacts of employees' job satisfaction and dissatisfaction in organizations, personality determinants, importance and types of values.



# FOREWORD

This e-book should be welcomed in classrooms. It is suitable for both graduate level courses that serves as a primary text and as supplemental reading that will satisfy both students and lecturers. The well-designed combination of quizzes, games and QR code reference materials will also allow lecturers customize the course content for the greatest impact and utility. Those using this e-book will find it's beneficial application in the business world, government agencies, public enterprises, religious and charitable entities. Truly, this e-book will offer something useful for every reader.



We would like to express our heartfelt gratitude to all of our colleagues, friends and family members who assisted us and given so much encouragement and guidance while we worked to complete this e-book. Our team of authors worked hard to finish a piece of writing that would benefit our students both inside and outside of the classroom. Over time, those students will determine our success in the future.

We would like to thank **Ts Dr. Norhanani binti Abd Rahman**, for her patience and invaluable assistance with the manuscript, as well as **Pn. Wan Norina binti Wan Hamat**, a lecturer at JPA and PUO e-book coordinator, for her contribution to our research effort.

We are also thankful to **Pn. Nor Haslinda binti Yusuff**, a language content expert and **En. Azahar bin Mohammed**, a content validity expert, for their contributions to the development and design of our final product. Without them, this book could not have been completed. Most of all, we extremely grateful to our publisher, **Politeknik Ungku Omar**, for pushing us to meet deadlines, correct mistakes and do our very best.



# About THE AUTHORS



*Noor Faliza Binti Omar*

Has been teaching Organizational Behaviour at Ungku Omar Polytechnic since 2020. A highly enthusiastic lecturer who is passionate in educational technology, blended online learning and involved in developing as curriculum developers of DPB40143 Organizational Behaviour.

*Nor Linda Binti Mokhtar*

Has been teaching Organizational Behaviour at Ungku Omar Polytechnic since 2021. A senior lecturer who is very passionate about blended online learning, developing innovation products in teaching and learning, writing papers for presentations and publications, also loves reading scholarly books.



*Yanti Binti Yusop*

Has been teaching Organizational Behaviour at Ungku Omar Polytechnic since 2021. A highly confident lecturer, has a high competitive attitude, skilled in the field of ICT and always strives to ensure that her students succeed in achieving their dreams.





# Table of CONTENTS

## **01 Introduction to Organizational Behaviour** 1-13

- Definition of Organizational Behaviour 3
- Major Behaviour Science Disciplines 4
- Levels of Analysis in Organizational Behaviour Model 5
- Challenges and Opportunities That Managers Have in Applying Organizational Behaviour 6-8
- Summary 9
- Test Your Understanding 10-13

## **02 Attitudes & Job Satisfaction** 14-30

- Definition of Attitudes 16
- Components of Attitudes 17-19
- Major Job Attitudes 20
- Definition of Job Satisfaction 20
- Causes of Job Satisfaction 21-23
- Impact of Satisfied and Dissatisfied Employee at Workplace 24
- Summary 25
- Test Your Understanding 26-30

## **03 Personality & Values** 31-49

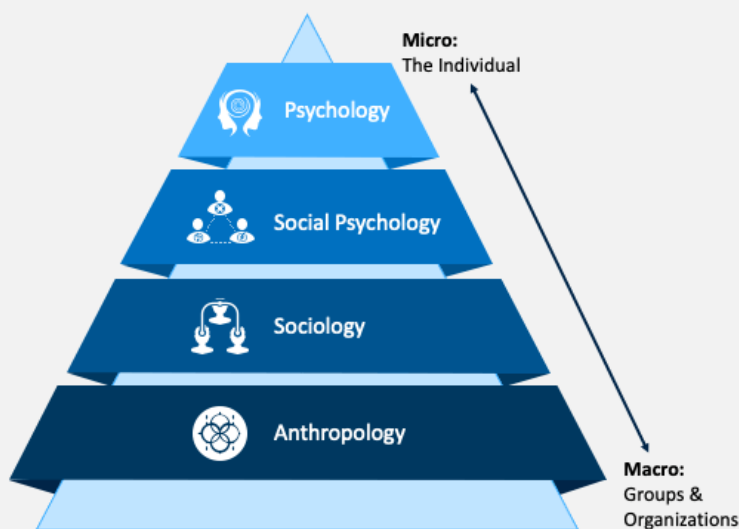
- Definition of Personality 33
- Personality Determinants 34
- Individual's Personality 35-39
- Definition of Values 40
- Importance of Values 40
- Types of Values 41-42
- Employee Personality and Values to The Workplace 43
- Summary 44
- Test Your Understanding 45-49



# CHAPTER 1: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

## OVERVIEW

### Major Behavioural Science Disciplines



### Challenges & Opportunities Managers

Responding to Globalization

Managing Workforce Diversity

Improving Customer Service

Improving People Skills

Stimulating Innovation and Change

Coping with "Temporariness"

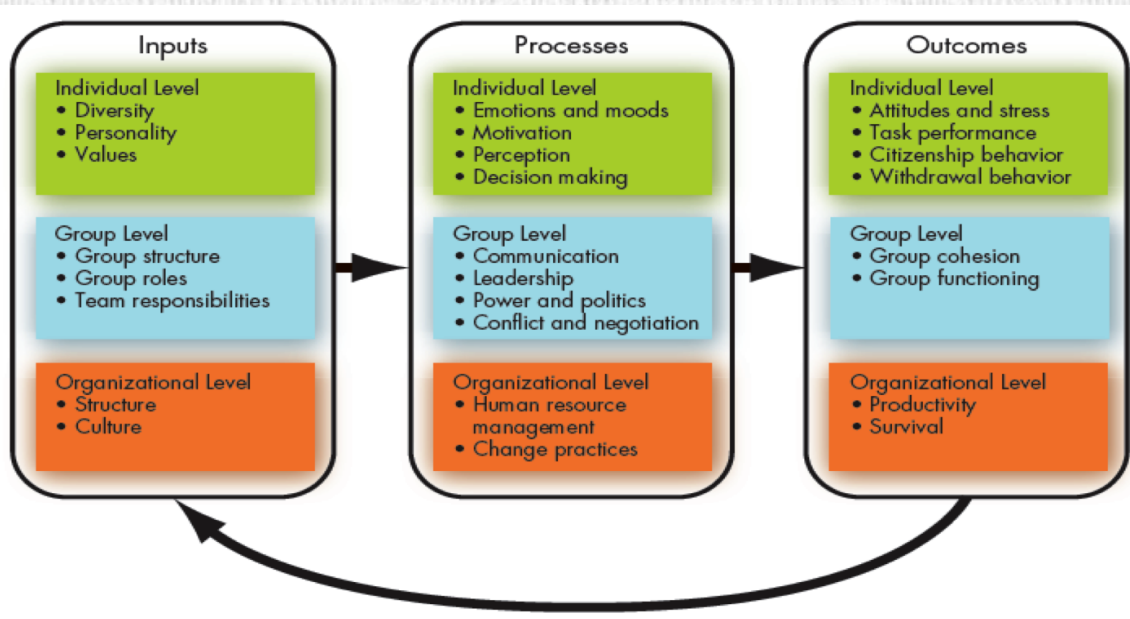
Working in Networked Organizations

Helping Employees Balance Work-Life Conflicts

Creating a Positive Work Environment

Improving Ethical Behavior

### Organizational Behaviour Model





# LEARNING

## OUTCOMES:

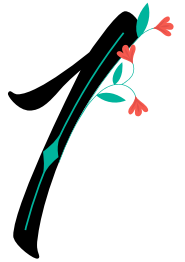




# Chapter 01



## DEFINITION OF ORGANIZATIONAL BEHAVIOUR



Organizational behaviour (OB) is focuses on how individuals behave inside organisations.

The study of factors that have an impact on how people and groups act, think, feel, and respond to work and organizations also how organizations respond to their environments.





# SCIENCE DISCIPLINES

## PSYCHOLOGY



- is the scientific study of mind and behaviour. Psychology includes the study of conscious and unconscious phenomena, including feelings and thoughts. It is an academic discipline of immense scope, crossing the boundaries between the natural and social sciences.



## SOCIOLOGY

- is a social science that focuses on society, human social behaviour, patterns of social relationships, social interaction, and aspects of culture associated with everyday life.

## SOCIAL PSYCHOLOGY



- is the scientific study of how the thoughts, feelings, and behaviours of individuals are influenced by the actual, imagined, and implied presence of others. Imagined and implied presences referring to the internalized social norms that humans are influenced even when they are alone.

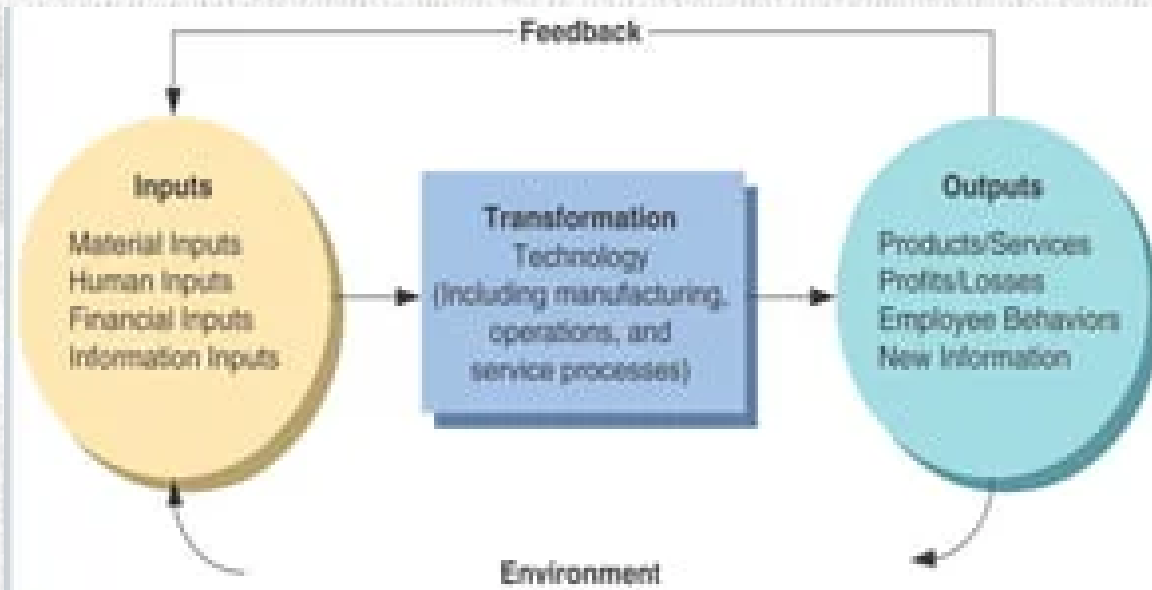


## ANTHROPOLOGY

- is the scientific study of humanity, concerned with human behaviour, human biology, cultures, societies, and linguistics, in both the present and past, including past human species.



# ORGANIZATIONAL BEHAVIOUR MODEL



OB Model proposes three types of variables (inputs, processes, and outcomes) at three levels of analysis (individual, group and organizational).

## Inputs

Inputs are the variables like personality, group structure, and organizational culture that lead to processes. These variables set the stage for what occur in an organization later.

## Processes

Processes are the actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes.

## Outcomes

Outcomes are the key variables that one wants to explain or predict, and that are affected by some other variables.



# CHALLENGES AND OPPORTUNITIES

## ORGANIZATIONAL BEHAVIOUR



### Helping Employees Balance Work-Life Conflicts

Work-life balance is the equilibrium reached when a person prioritises their personal and professional obligations equally.



### Improving People's Skills



In the fast-paced of commercial world, structural, environmental and technological changes occur at remarkable speed.

The desired goals cannot be met on time if employees and executives do not have the necessary abilities to adapt to those changes.

Improving these abilities can involve setting up induction and socialization, career development and training programmes.



# CHALLENGES AND OPPORTUNITIES

## ORGANIZATIONAL BEHAVIOUR



### Managing Workforce Diversity

This refers to hiring a variety of worker types who are diverse in terms of gender, race, ethnicity, family, community, physical incapacity, age, etc.

### Responding to Globalization

Business activities are expanded to increase market share and to maintain leadership positions in today's largely market-driven economy, regardless of distance, location, or climate circumstances. Business operations are no longer limited to a specific area or locale.



### Empowering people

The fundamental concern is giving lower level unit personnel greater authority and responsibility and giving them more freedom to choose their own schedules, operations, processes, and approaches to work-related difficulties. Encouragement of employee involvement in workplace decisions will significantly increase their dedication to their jobs.



# CHALLENGES AND OPPORTUNITIES

## ORGANIZATIONAL BEHAVIOUR

### Stimulating Innovation & Change

Successful organizations today must encourage innovation and master the art of change; otherwise, they will eventually become candidates for extinction and disappear from their industry.



### The Emmergence of E-organization & E- commerce

It refers to commercial activities employing electronic means of exchange. It includes displaying products on websites and processing orders.

Online shopping is the subject of the great majority of articles and media stories about using the Internet for business.

### Improving Ethical Behaviour

The complexity of corporate processes is putting the employees in situations where they must determine what is acceptable and unacceptable behaviour in order to fulfil their assigned tasks.







# SUMMARY OF CHAPTER 1

---

The importance of understanding organizational behaviour (OB) skills and concepts for personal and professional development are:

1. **Self-Awareness:** Understanding oneself is a fundamental aspect of personal and professional growth. It involves recognizing one's strengths, weaknesses, values, and motivations. Self-awareness allows individuals to better navigate their careers by making informed decisions and aligning their goals with their personal values.
2. **Understanding Others:** In a workplace, individuals are not working in isolation; they are part of a team or organization. Having a good grasp of OB skills enables one to understand their colleagues' motivations, communication styles, and working preferences. This understanding can lead to better teamwork, collaboration, and conflict resolution.
3. **Team Dynamics:** Teams are a common organizational structure, and effective team dynamics are crucial for achieving collective goals. OB skills can help individuals contribute positively to their team by understanding group dynamics, roles, and how to work together cohesively.
4. **Organizational Functioning:** OB principles provide insights into how organizations operate. This includes understanding the culture, structure, leadership styles, and communication channels within the organization. This knowledge can help individuals in adapting and thriving within their workplace.
5. **Open-Mindedness:** Being open to learning new concepts, theories, and methods is vital in today's ever-changing work environment. Organizations are constantly evolving, and employees who are open to new ideas and approaches are more likely to adapt and excel in their careers.
6. **Collaboration for Success:** Working well with others is often a key factor in career success. OB skills can enhance one's ability to collaborate effectively, whether it is through teamwork, cross-functional projects, or leadership roles.
7. **Commitment:** Understanding OB concepts can lead to increased commitment among employees. When employees feel understood, valued, and engaged in their work, they are more likely to be committed to their organization and its goals.

Incorporating OB skills into one's professional toolkit can indeed help becoming a better employee, building a more fulfilling career path, and contributing to a workplace with committed and motivated employees. It's a continuous journey of learning and self-improvement that can lead to personal and organizational success.



## TRUE OR FALSE

# QUIZ

Circle TRUE if the statement is correct, and FALSE if it is incorrect.

- 1 OB is multidisciplinary. TRUE / FALSE
- 2 People learn by observing others, influenced by the environment, behaviour, and cognition. TRUE / FALSE
- 3 A behavioural framework is based on non observable behavior and observable environmental variables. TRUE / FALSE
- 4 People do not learn by observing others. TRUE / FALSE
- 5 OB helps to increase efficiency and productivity. TRUE / FALSE
- 6 OB is a way to improve but not an absolute answer to problems. TRUE / FALSE
- 7 An organization is a consciously coordinated social unit composed of 2 or more people. TRUE / FALSE
- 8 In order for something to be called an organization, it must have buildings and equipment. TRUE / FALSE
- 9 Organizational Behavior (OB) is the study of individuals, groups, and organizations. TRUE / FALSE
- 10 Ob helps an individual understand himself/herself better. TRUE / FALSE



## FILL IN THE BLANK

# QUIZ

Fill in the blanks with the appropriate word to complete the statements.

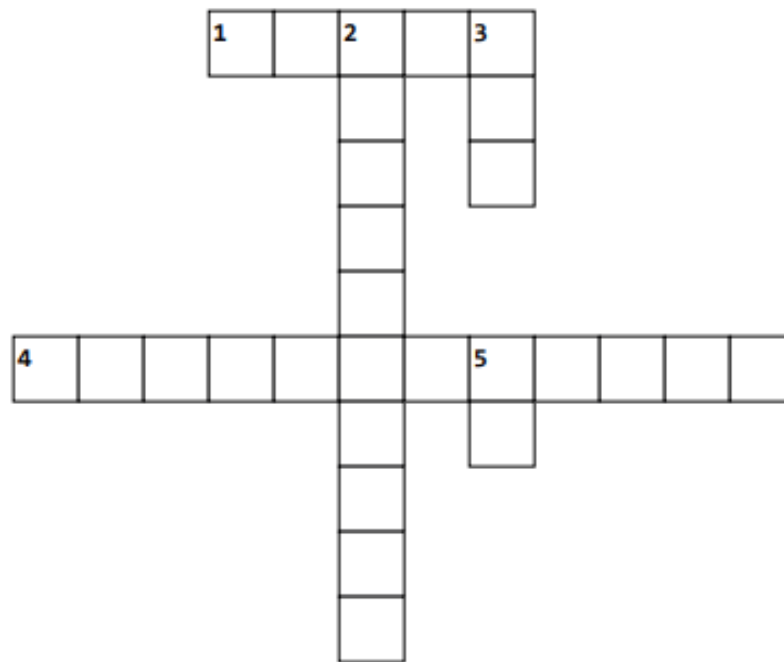
- 1 OB is an abbreviation for Organizational \_\_\_\_\_
- 2 \_\_\_\_\_ is the scientific study of mind and behaviour. Psychology includes the study of conscious and unconscious phenomena, including feelings and thoughts.
- 3 OB Model proposes \_\_\_\_\_ types of variables.
- 4 Processes are \_\_\_\_\_ that individuals, groups and organizations engage in.
- 5 \_\_\_\_\_ focuses on group (social) behaviour, on how individuals relate to others as a group or society.
- 6 \_\_\_\_\_ is the extent to which the customers or users believe the product or service surpasses their needs and expectations .
- 7 \_\_\_\_\_ involves recognizing one's strengths, weaknesses, values, and motivations.
- 8 In e-commerce, the marketing and selling of goods and services are being carried out over the \_\_\_\_\_
- 9 Being open to new concept is known as \_\_\_\_\_
- 10 \_\_\_\_\_ is the scientific study of humanity, concerned with human behaviour, human biology, cultures, societies, and linguistics.





# Test Your Brain!

## Crossword Games



### Across

1. Variables like personality, group structure and organizational culture.

4. The scientific study of humanity, concerned with human behaviour, human biology, cultures, societies and linguistics.

### Down

2. The scientific study of mind and behaviour.

3. A philosophy of management that is driven by the constant attainment of customer satisfaction.

5. The study of human in organizational settings.





# ANSWER KEYS - CHAPTER 1

## QUIZ

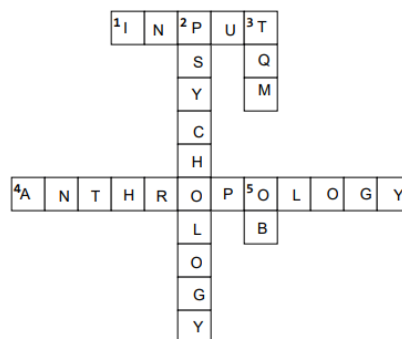
### TRUE OR FALSE

- |         |         |
|---------|---------|
| 1 TRUE  | 6 TRUE  |
| 2 TRUE  | 7 TRUE  |
| 3 FALSE | 8 FALSE |
| 4 FALSE | 9 TRUE  |
| 5 TRUE  | 10 TRUE |

### FILL IN THE BLANKS

- |              |                   |
|--------------|-------------------|
| 1 BEHAVIOUR  | 6 QUALITY         |
| 2 PSYCHOLOGY | 7 SELF-AWARENESS  |
| 3 THREE      | 8 INTERNET        |
| 4 ACTIONS    | 9 OPEN MINDEDNESS |
| 5 SOCIOLOGY  | 10 (ANTHROPOLOGY) |

### Crossword Games





# CHAPTER 2: ATTITUDES AND JOB SATISFACTION

## OVERVIEW

### Components of Attitude

#### Cognitive Component



Eg: I like X brand cars because they give more than 20 km/litre mileage on petrol

#### Affective Component



Eg: I like X brand cars because it gives pleasure and prestige.

#### Behavioural Component



Eg: I like X brand cars because I had previously owned and driven them and felt comfortable driving the same.

### Major Job Attitudes



### Job Satisfaction



### Job Disatisfaction

Lack of training and development options

Lack of appreciation

Workplace relationships

Being or feeling underpaid

Work-life balance

Inadequate management

Job isn't interesting or meaningful

Limited career growth prospects



# LEARNING

## OUTCOMES:

2

Elaborate on the three components of attitudes

4

Identify the major job attitudes

6

Explain how employees express dissatisfactions

8

Summary of topic

1

Define what is attitude

3

Understand sources of attitudes

5

Determine causes of job satisfactions

7

Know the impact of satisfied and dissatisfied employees at the workplace



# Chapter 02



## DEFINITION OF ATTITUDE

01

Attitude is defines as a **mental** state of readiness, organized through experience, exerting a directive or dynamic influence on the individual's response to all objects and situations to which it is related.

02

Attitude is a **mindset or a tendency to act** in a particular way due to an individual's experience and temperament.

03

Attitude is the key to understanding human behaviour. Attitudes can **positively or negatively** affect an individual's behaviour.

04

Attitudes are evaluative statements either favorable or unfavorable about objects, people or events. Attitudes reflect how we **feel about something**.

05

Attitudes are **complex**. In order to fully understand attitudes, must consider about fundamental properties or components.



# MAIN COMPONENTS ATTITUDE



## Cognitive Component

A description of or belief in the way things are.

Example; "My pay is low."



## Affective Component

The emotional or feeling segment of an attitude and is reflected in the statement.

Example: "I am angry over how little I am paid."



## Behavioral Component

An attitude describes an intention to behave in a certain way toward someone or something to continue.

Example: "I am going to look for another job that pays better."



## These components are:

helpful in understanding their complexity and the potential relationship between attitudes and behavior.

closely related, cognition and affect in particular inseparable in many ways.

# EXAMPLE:



Figure below illustrates how the three components of an attitude are related.

In this example, an employee did not get a promotion he thought he deserved; a co-worker got it instead. The employee's attitude toward his supervisor is illustrated as follows:

- he thought he deserved the promotion (cognition),
- he strongly dislikes his supervisor (affect),
- he is looking for another job (behaviour).

In reality, these components are often difficult to separate.



Cognition, affect, and behavior are closely related.

## **Cognitive = evaluation**

My supervisor gave a promotion to a coworker who deserved it less than me. My supervisor is unfair.

## **Affective = feeling**

I dislike my supervisor!

## **Behavioral = action**

I'm looking for other work; I've complained about my supervisor to anyone who would listen.

Negative attitude toward supervisor



# SOURCES OF ATTITUDE

## FAMILY



- Parents or siblings greatly influence a person's attitude whether behave favorable or unfavorable towards people, object or situations.
- Family influence since early age would be stable and long lasting.

## REFERENCE GROUP



- People tend to form a strong attitude based on the influence of personalities whom they admire and look up to.
- Example: celebrities, charismatic political/religious leaders or social leaders

## PEER INFLUENCE



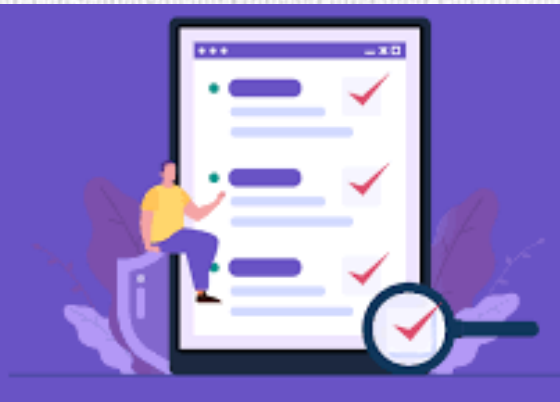
- Friends or colleagues at workplace will have a strong influence on the formation of certain attitudes or belief system due to pressure to conform to their norms, standards and values.

## SOCIALIZATION & LEARNING PROCESS



- The way in which people are brought up in family, educational institutions and workplace, the "dos and don'ts", types of rituals, cultures and norms of society (the social/work environment) will strongly influence the formation of attitudes.

# MAJOR JOB ATTITUDE



## JOB SATISFACTION

Describes a positive feeling about a job, resulting from an evaluation of its characteristics.

Person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.

## JOB INVOLVEMENT

Measures the degree to which people identify psychologically with their job and consider their perceived performance level importance to self-worth.

Employees with a high level of job involvement strongly identify and really care about the kind of work they do.

High job involvement is also related to reduce absences and lower resignation rates.



## ORGANIZATIONAL COMMITMENT

An employee identifies with a particular organization and its goals and wishes to remain a member.

A positive relationship appears to exist between organizational commitment and job productivity.

Employees who are committed will be less likely to engage in work withdrawal even if they are dissatisfied, because they have a sense of organizational loyalty. Employees who are not committed, feel less loyal to the organization, will tend to show lower levels of attendance at work across the board.





# CAUSES JOB SATISFACTION

## Mentally Challenging Jobs

Employees favor positions that offer a range of duties, freedom, and feedback on how well they are doing, as well as opportunities to put their skills and abilities to use.

Jobs with insufficient challenge lead to monotony, whereas jobs with enough challenge lead to frustration and feelings of failure. Most employees are happy in their jobs when the difficulty is moderate.

Employees want pay systems and promotion policies that they perceive as being just and fair.

Payment standards according to individual skill levels will result in satisfaction.

Promotions provide opportunities for personal growth, more responsibilities and increase social status.

## Equitable Rewards

## Supportive Working Conditions

Employees are concerned with their work environment for both personal comfort and doing a good job.

Employees prefer surroundings that are not dangerous or uncomfortable. Temperature, light, noise and other environmental factors should not be at either extreme.

Most employees prefer working relatively close to home, in clean and modern facilities and with adequate tools and equipment.



## *Supportive Colleagues*

**Work requires and provide social interaction. Having friendly and supportive coworkers leads to increased job satisfaction.**

**The behaviour of the employer is also a major determinant of satisfaction.**

**Satisfaction is increased when the immediate supervisor is understanding and friendly, offers praise for good performance, listens to employees' opinions and shows a personal interest in them.**

**Compatibility between an employee's personality and occupation results in job satisfaction.**

**People with personality types match with their chosen career should find that they have the right talents and abilities to meet the demands of their jobs.**

**They are more likely to be more satisfied and successful on those jobs.**

## *Personality*

## *Heredity*

**Individual satisfaction gets consistently stable over time, even when these people changed their occupation. Some people's satisfaction (positively or negatively) is genetically determined.**

**Hence, manipulating job characteristics, working conditions, rewards and the job fit may not have much impact. This means that managers should also focus their attention on employee selection.**





# RESPONSES TO DISSATISFACTION



The exit response directs behaviour toward leaving the organization, including looking for a new position as well as resigning.

## VOICE



The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.

## LOYALTY

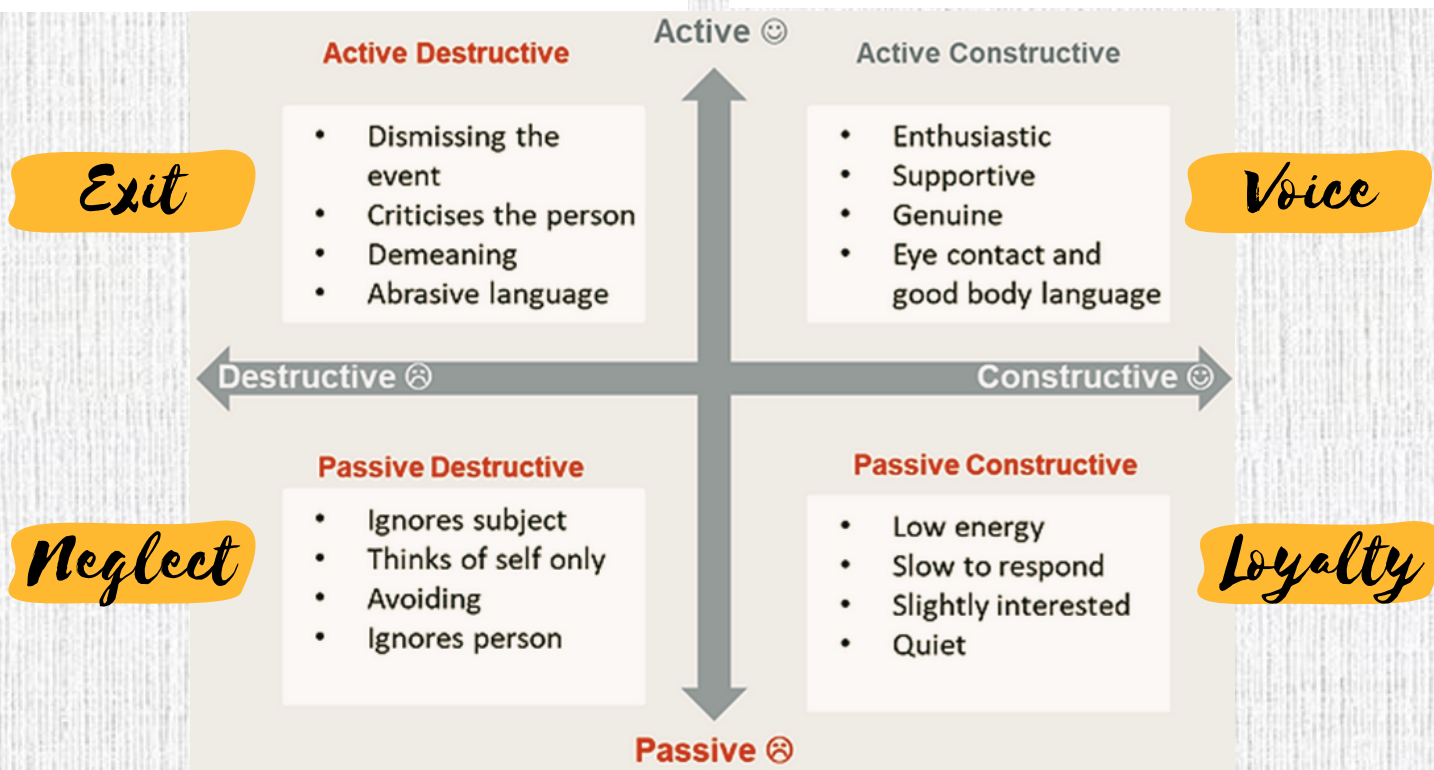


The loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to “do the right thing.”

## NEGLECT



The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduces effort, and increases error rate.



# IMPACT OF SATISFACTION / DISSATISFACTION



## Job Performance

Happy workers are more likely to be productive workers (effective). Reasoning abilities, verbal and numerical skills, analytical skills, and overall intelligence level seem to be important across most situations (general mental abilities).



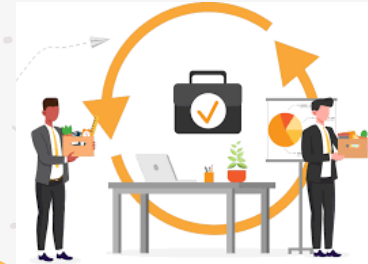
## Citizenship Behaviors

The sense of belonging among workers in the organization (contributes to the success and benefit the organization). In a high-quality relationship, workers feel the obligation to reciprocate and do extra things to help those around them.



## Absenteeism

Workers who are unwell, overworked or have personal problems always take leave. Costly to companies because of its unpredictable nature. Companies struggle to find replacement workers at the last minute.



## Turnover

Employees who leave a company and join another company are potential to give negative effects. Even while their jobs still need to be done, businesses still have to spend time finding, hiring and training new staff, which results in reduced productivity overall.





# SUMMARY OF CHAPTER 2

---

A critical aspect of organizational management, which is the interplay between job attitudes and work behaviours, and how these factors impact the overall performance and productivity of an organization:

1. **Job Attitudes:** Job attitudes are employees' feelings and evaluations about their jobs, which can significantly impact their work behaviour. Important work attitudes include:
  - **Organizational Commitment:** This refers to an employee's loyalty and attachment to the organization. High levels of organizational commitment often lead to increased job satisfaction, lower turnover rates, and greater motivation to contribute to organization's success.
2. **Work Behaviours:** Work behaviours encompass the actions, activities, and efforts that employees engage in while performing their job duties. Two important work behaviours are:
  - **Citizenship Behaviours:** These are voluntary, extra-role actions that employees undertake to benefit the organization, such as helping colleagues, volunteering for additional tasks, or going above and beyond their job descriptions.
3. **Management Strategies to Influence Attitudes and Behaviours:**
  - **Trust:** Building trust between management and employees is crucial. When employees trust that their organization and leaders have their best interests at heart, they are more likely to exhibit positive attitudes and behaviours.
  - **Support:** Providing support to employees, both in terms of resources and emotional well-being, can foster a sense of belonging and commitment. Employees who feel supported are more likely to engage in positive work behaviours.
  - **Justice:** Fairness and justice in decision-making and treatment of employees are fundamental. Perceptions of injustice can lead to negative job attitudes and counterproductive work behaviours.
  - **Communication:** Open and effective communication channels allow employees to voice their concerns, provide feedback, and feel heard. When employees are engaged in meaningful communication, it can positively impact their attitudes and behaviours.
4. **Listening to Employees:** Actively listening to employees is a critical component of effective management. It enables organizations to identify and address issues that may be causing negative job attitudes. Encouraging feedback mechanisms, conducting employee surveys, and implementing suggestions for improvement can help create a more positive work environment.

In summary, job attitudes and work behaviours are intertwined and have a significant impact on an organization's success. Management plays a vital role in shaping these attitudes and behaviours through strategies that promote trust, support, justice, and effective communication. A culture of listening and responsiveness to employees' concerns can further enhance organizational commitment and citizenship behaviours, ultimately leading to improved performance and productivity.



# MULTIPLE CHOICE

# QUIZ

Circle the best answer for each of the following questions.

① \_\_\_\_\_ refers to evaluative statements or judgments concerning objects, people, or events.

- |              |                |
|--------------|----------------|
| A. ATTITUDE  | C. APPEARANCE  |
| B. BEHAVIOUR | D. PERFORMANCE |

② The statement, "A person who eats meat and then fights for animal rights demonstrates double standards" is an evaluative statement. Such an opinion constitutes the \_\_\_\_\_ component of an attitude.

- |              |               |
|--------------|---------------|
| A. COGNITIVE | C. REFLECTIVE |
| B. AFFECTIVE | D. BEHAVIORAL |

③ Mia Sarah feels disheartened because she was not selected for an exchange programme in Singapore. Which component of an attitude does her feeling represent?

- |              |               |
|--------------|---------------|
| A. COGNITIVE | C. REFLECTIVE |
| B. AFFECTIVE | D. BEHAVIORAL |

④ Mira Edora recently evaluated her subordinate's progress report. She plans to inform her about the objectives that her did not achieve and how she can perform better. By doing this, Edora will be demonstrating the \_\_\_\_\_ component of an attitude.

- |              |               |
|--------------|---------------|
| A. COGNITIVE | C. REFLECTIVE |
| B. AFFECTIVE | D. BEHAVIORAL |

⑤ \_\_\_\_\_ refers to a positive feeling about one's job resulting from an evaluation of its characteristics.

- |                     |                    |
|---------------------|--------------------|
| A. JOB SATISFACTION | C. JOB INVOLVEMENT |
| B. JOB DESIGN       | D. JOB STABILITY   |



**ESSAY****QUIZ**

Answer the following questions.

- ① What are the main components of attitudes?

---

- ② What are the major job attitudes?

---

- ③ What causes job satisfaction?

---

- ④ How do we measure job satisfaction?

---

- ⑤ What outcomes do job satisfaction influence?

---



# Test Your Brain!

## *Word Search Games*

O	B	N	Y	W	Z	Q	M	I	D	L	I	P
M	C	E	J	X	Q	L	P	M	B	O	N	K
C	T	H	H	L	V	L	S	Y	A	Y	V	U
O	M	U	A	A	S	F	V	X	F	A	O	Z
G	R	E	R	L	V	A	H	G	Z	L	L	A
N	N	E	C	N	L	I	C	F	E	T	V	N
I	I	T	W	I	O	E	O	U	N	Y	E	X
T	W	E	P	A	O	V	N	R	C	N	M	E
I	O	Z	G	H	R	V	E	G	A	Y	E	P
V	Z	V	K	D	D	D	J	R	I	L	N	L
E	R	Y	G	T	T	M	S	J	R	N	T	Q
A	B	S	E	N	T	E	E	I	S	M	G	R
I	E	T	C	E	L	G	E	N	J	H	D	B

TURNOVER

NEGLECT

CHALLENGING

BEHAVIORAL

LOYALTY

INVOLVEMENT

COGNITIVE

VOICE

ABSENTEEISM

REWARDS





# ANSWER KEYS - CHAPTER 2

## QUIZ

### *MULTIPLE CHOICE*

- 1 A. ATTITUDE
- 2 A. COGNITIVE
- 3 B. AFFECTIVE
- 4 D. BEHAVIORAL
- 5 A. JOB SATISFACTION

### *ESSAY*

1

#### ANSWER:

**Cognitive component** - the opinion or belief of an attitude.

**Affective component** - the emotional or feeling segment of an attitude.

**Behavioral component** - an intention to behave in a certain way toward someone or something.

2

#### ANSWER:

**Job Satisfaction** - A positive feeling about the job resulting from an evaluation of its characteristics.

**Job Involvement** - Degree of psychological identification with the job where perceived performance is important to self-worth. Psychological Empowerment is another closely related concept which involves beliefs about one's level of influence over their job, competency, job meaningfulness, and autonomy.

**Organizational Commitment** - Identifying a particular organization and its goals, while wishing to maintain membership in the organization. Organizational commitment has three dimensions:

- o **Affective** - emotional attachment to organization
- o **Continuance Commitment** - economic value of staying
- o **Normative** - moral or ethical obligations

# ANSWER KEYS - CHAPTER 2

## QUIZ

### 3 ANSWER:

Pay and personality are the two main factors that seem to influence job satisfactions. Pay influences job satisfaction only to a point. Money does not necessarily result in job satisfaction. Personality can influence job satisfaction. Negative people are usually not satisfied with their jobs. Overall, those with positive core self-evaluation are more satisfied with their jobs.

### 4 ANSWER:

Job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. There are two widely used approaches to measure job satisfaction. Single global rating (one question/one answer) that is considered the best and summation score (many questions/one average) that is considered okay.

### 5 ANSWER:

**Job Performance** – Satisfied workers are more productive and more productive workers are equal to more satisfied. The causality may run both ways.

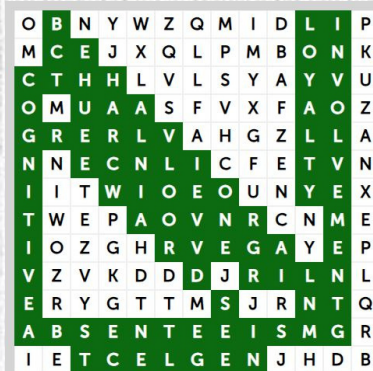
**Organizational Citizenship Behaviors** – Satisfaction influences OCB through perceptions of fairness.

**Customer Satisfaction** – Satisfied frontline employees increase customer satisfaction and loyalty.

**Absenteeism** – Satisfied employees are moderately less likely to miss work.

**Turnover** – Satisfied employees are less likely to quit. There are many moderating variables in this relationship such as economic environment and tenure.

## Word Search Games





# CHAPTER 3: PERSONALITY AND VALUES

## OVERVIEW

### Personality Determinants

#### DETERMINANTS OF PERSONALITY

1

**BIOLOGICAL FACTORS**

2

**CULTURAL FACTORS**

3

**FAMILY FACTORS**

4

**SOCIAL FACTORS**

5

**SITUATIONAL FACTORS**

### Employee Personality & Values to The Workplace

**Investigative**  
The "Thinkers"

**Realistic**  
The "Do-ers"

**Artistic**  
The "Creators"

**Conventional**  
The "Organizers"

**Social**  
The "Helpers"

**Enterprising**  
The "Persuaders"

### Individual's Personality

#### MBTI PERSONALITY TYPE

MYERS-BRIGGS TYPE INDICATOR

**RATIONALIST**



THE COMMANDER



THE MASTERMIND



THE VISIONARY



THE ARCHITECT

**ROMANTIC**



THE TEACHER



THE COUNSELOR



THE CHAMPION



THE HEALER

**DEFENDER**



THE SUPERVISOR



THE INSPECTOR



THE PROVIDER



THE PROTECTOR

**CREATOR**



THE DYNAMO



THE CRAFTSMAN



THE PERFORMER



THE COMPOSER

**AGREEABLENESS**

**OPENNESS  
TO EXPERIENCE**

**NEUROTICISM**

**CONSCIENTIOUSNESS**

**EXTRAVERSION**

**BIG FIVE**  
PERSONALITY TRAITS

# LEARNING

## OUTCOMES:

2

Elaborate personality determinants

4

Define what values are

6

Explain types of values

8

Summary of topic

1

Define what personality is

3

Understand individual's personality

5

Identify the importance of values

7

Know employee personalities and values at the workplace



# Chapter 03



## DEFINITION OF PERSONALITY

### GENERALLY

The word personality comes from the Greek word 'persona', which means to "speak through." The word personality refers to the combination of traits or qualities that make up a person's personality. It describes the role that a person performs in society. Each person has a specific, personal and significant influence on their behaviour that defines their personality.

### STEPHEN P. ROBBINS

defines personality as the sum total of the ways in which a person interacts with other people. It can also be defined as the inner psychological traits that both shape and influence a person's response to his/her environment.

### COMBINATION OF

attributes,

traits

characteristics

#### Attributes

height, weight, hair color, eye color, and skin tone

#### Traits

shy, aggressive, submissive, lazy, ambitious, loyal and timid.

#### Characteristics

loyal, generous, kind, sincere, persistent, open-minded, brave, quiet

# PERSONALITY DETERMINANTS

It can be influenced by **INTERNAL** & **EXTERNAL** factors

## “ HEREDITY (internal factor)”

An inherited characteristic is a set of characteristics that an individual inherits from their parents or ancestors.

### biology

In other words, an inherited characteristic is the set of characteristics an individual inherits by birth, like color of a person's eyes religion/race of a person, shape of the nose, shape of earlobes, and etc.

## “ ENVIRONMENT (external factor)”

The qualities that an individual develop through experience, practice, and exposure to others and the environment.

### psychological

Mental tendencies, emotions, feelings, thought processes and complexes. In addition, it also analyzes an individual's mental conflicts, wants, aspirations, repressed feelings, sublimations and emotional well-being.

### family background

The home environment combined with the direct influences of the parents are the main factors that shape our character. A significant influence is the family, especially at an early age.

### situational

The personality traits that show up in situational factors tend to differ a lot because different people have different situational personalities. For instance, one might act differently in front of a boss at work than they might would in a club with friends.

### cultural

Cultural factors such as aggression, autonomy, collaboration and competition are among the most important cultural determinants of personality. Each culture trains and demands that its members act and breathe in ways that are socially acceptable.



# INDIVIDUAL'S PERSONALITY



**WHY** it is important to understand what type of personality are you dealing with?



## Effective Communication

Different personality types have different communication styles, preferences, and needs. Understanding a person's personality can help one or tailor the communication approach to be more effective. For example, some people may prefer more direct and concise communication, while others will appreciate a more detailed and empathetic approach.

## Conflict resolution

Personality differences can lead to conflicts and misunderstandings. By recognizing and understanding the personality traits of the people you interact with, one can better manage conflict and find solutions that work for everyone involved.



## Building relationships

Building positive relationships with others is often based on mutual understanding and respect. When one understands a person's personality, a deeper connection, empathy, and trust can be established more easily.

## Managing and Leading

For leaders and managers, understanding the personalities of team members is critical to provide effective leadership. It enables individuals to receive personalised support and motivation depending on their interests, and make informed decisions that take team dynamics into consideration.



## Conflict Prevention

In some cases, knowing each individual's personality type can help prevent conflict. By adjusting behaviour and communication style, one can proactively avoid misunderstandings and friction.



# HOW to measure individuals personality?

## Myer-Briggs Type Indicator

Theory by Katharine Cook Briggs with her daughter, Isabel Briggs Myers.

It gives a general idea of a person's self-concept, worldview, and decision-making process. Knowing the 16 Myers Briggs personality types can also help in getting to know co-workers better and figuring out to know your coworkers better and figure out the best way to communicate with them.

**E or I**

**S or N**

**T or F**

**J or P**



**E** **Extroverts**  
are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

**I** **Introverts**  
often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.

**T** **Thinkers**  
tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

**F** **Feelers**  
tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

**S** **Sensors**  
are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.

**N** **Intuitives**  
prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

**J** **Judgers**  
tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

**P** **Perceivers**  
prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

# PERSONALITY CLASSIFICATION

## Big Five Model

Theory by D. W. Fiske (1949)

According to the theory, there are five personality types: openness, conscientiousness, extraversion (also known as extroversion), agreeableness, and neuroticism (emotional stability) (OCEAN).

It not only helps us understand how they compare to others and gives names to their characteristics, but it is also used to explore relationships between personality and many other life indicators.





# What's YOUR PERSONALITY TYPE?

## 16 PERSONALITY TYPES



ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

### Rationalist

<b>ENTJ</b> <b>THE COMMANDER</b> Opinionated Confident Forceful	<b>INTJ</b> <b>THE MASTERMIND</b> Innovative Theoretical Self-assured	<b>ENTP</b> <b>THE VISIONARY</b> Intelligent Inquisitive Passionate	<b>INTP</b> <b>THE THINKER</b> Logical Inventive Thoughtful
-----------------------------------------------------------------------------	-----------------------------------------------------------------------------------	---------------------------------------------------------------------------------	-------------------------------------------------------------------------

### Romantic

<b>ENFJ</b> <b>THE GIVER</b> Goal-oriented Charismatic Open-minded	<b>INFJ</b> <b>THE COUNSELOR</b> Idealist Compassionate Reserved	<b>ENFP</b> <b>THE CHAMPION</b> Gregarious Enthusiastic Impulsive	<b>INFP</b> <b>THE HEALER</b> Quiet Idealistic Considerate
--------------------------------------------------------------------------------	------------------------------------------------------------------------------	-------------------------------------------------------------------------------	------------------------------------------------------------------------

### Defender

<b>ESTJ</b> <b>THE SUPERVISOR</b> Orderly Dependable Commanding	<b>ISTJ</b> <b>THE INSPECTOR</b> Traditionalist Reliable Detail-oriented	<b>ESFJ</b> <b>THE PROVIDER</b> Helpful Judgemental Sociable	<b>ISFJ</b> <b>THE NURTURER</b> Humble Sensitive Tough
-----------------------------------------------------------------------------	--------------------------------------------------------------------------------------	--------------------------------------------------------------------------	--------------------------------------------------------------------

### Creator

<b>ESTP</b> <b>THE DOER</b> Energetic Practical Flamboyant	<b>ISTP</b> <b>THE CRAFTSMAN</b> Insightful Realistic Autonomous	<b>ESFP</b> <b>THE PERFORMER</b> Indulgent Spontaneous Approachable	<b>ISFP</b> <b>THE COMPOSER</b> Modest Open-minded Creative
------------------------------------------------------------------------	------------------------------------------------------------------------------	---------------------------------------------------------------------------------	-------------------------------------------------------------------------

# BEST JOB BY PERSONALITY TYPE



<b>ISTJ</b> <b>The Realist</b> -Accountant -Government -Military Officer -Auditor -Business Analyst -Physician -Librarian	<b>ISFJ</b> <b>The Protector</b> -Historian -Nurse -Minister -Paralegal -Physical Therapist -Teacher -Social Worker	<b>ESFJ</b> <b>The Helper</b> -Personal Trailer -Funeral Director -Court Reporter -Athletic Coach -Flight Attendant -Legal Assistant -Childcare Provider	<b>ESTJ</b> <b>The Administrator</b> -Bank Manager -Judge -Lawyer -Prison Warden -Athletic Director -School Principal -Policeman
<b>ISFP</b> <b>The Artist</b> -Archaeologist -Dancer -Forestry -Painter -Beautician -Chef -Landscape Architect	<b>ISTP</b> <b>The Builder</b> -Carpenter -Commercial Artist -Firefighter -Geologist -Mechanic -Surveyor -Intelligence Agent	<b>ESFP</b> <b>The Performer</b> -Film Producer -Sales Rep -Stockbroker -Waiter/Waitress -Travel Agent -Real Estate Agent -Receptionist	<b>ESTP</b> <b>The Doer</b> -Entrepreneur -Pilot -Police Officer -Pro Athlete -General Contractor -Promoter -Stockbroker
<b>ENFP</b> <b>The Champion</b> -Charity Director -Character Actor -Event Planner -Public Relations -News Anchor -Spokesperson -Journalist	<b>INFJ</b> <b>The Advocate</b> -Psychologist -Counselor -Social Worker -Mediator -Minister -Human Resources -Massage Therapist	<b>INFP</b> <b>The Mediator</b> -Missionary -Curator -College Professor -Actor -Composer -Teacher -Counselor	<b>ENFJ</b> <b>The Teacher</b> -Recruiter -Teacher -Consultant -Reporter -Restaurant Manager -Translator -Writer
<b>INTP</b> <b>The Scientist</b> -College Professor -Mathematician -Financial Analyst -Chemist -Lawyer / Judge -Researcher -Physicist	<b>ENTJ</b> <b>The Commander</b> -CEO -Judge -Business Consultant -Sales Manager -Actor -Politician -Administrator	<b>ENTP</b> <b>The Inventor</b> -Market Researcher -Venture Capitalist -Strategic Planner -HR Manager -Producer -City Planner -Hotel Manager	<b>INTJ</b> <b>The Mastermind</b> -Programmer -Scientist -Database Admin -Astronomer -Economist -Aerospace Engineer -Financial Analyst

*"the only way to do great work is to love what you do"*  
(Steve Jobs)



## Your Ideal Career



SCAN ME

## PERSONALITY TEST

SCAN IT  
NOW!



Let's Start!

Personality



# THE BIG FIVE MODEL

## LOW

O

**Low Openness (Closed-Minded):** People with low openness tend to be traditional, practical, prefer routine, and familiarity. They may be resistant to change and less interested in exploring new ideas or experiences.

C

**Low Conscientiousness (Careless):** Those who are low in conscientiousness may be disorganized, impulsive, and less reliable. They may struggle with time management and meeting deadlines.

E

**Low Extraversion (Introverted):** Introverts tend to be reserved, quiet, and may find social interactions draining. They prefer solitude or small group settings and may be introspective.

A

**Low Agreeableness (Disagreeable):** People with low agreeableness may be competitive, skeptical, and less concerned with others' feelings. They may prioritize their own interests over cooperation.

N

**Low Neuroticism (Emotionally Stable):** Emotionally stable individuals tend to be calm, resilient, and less prone to experiencing negative emotions like anxiety or depression.

## HIGH

**High Openness (Open-Minded):** Individuals with high openness are curious, creative, and open to new experiences. They enjoy novelty, appreciate art and culture, also willing to explore diverse ideas and perspectives.

**High Conscientiousness (Conscientious):** High conscientiousness is associated with being organized, dependable, and goal-oriented. These individuals are often punctual, detail-oriented, and committed to their responsibilities.

**High Extraversion (Extraverted):** Extraverts are sociable, outgoing, and enjoy social interactions. They tend to be energetic, talkative, and seek out new social experiences.

**High Agreeableness (Agreeable):** High agreeableness is characterized by warmth, empathy, and a concern for others' well-being. These individuals are cooperative, compassionate, and often seek harmonious relationships.

**High Neuroticism (Neurotic):** High neuroticism is associated with emotional volatility, anxiety, and mood swings. People with high neuroticism may be more susceptible to stress and negative emotions.

# DEFINITION OF VALUE



Values are determined by things like **what people believe, what they believe in, and how they live their lives**. These factors can be changed, depending on individuals and their cultural backgrounds. Understanding these factors can help in comprehending the reasons behind people's beliefs. Here are some of the most significant influences that affect people's values.

## CULTURE AND TRADITION

Cultural values and customs play an important role in determining an individual's morality. Morality varies greatly among cultures.

## RELIGION AND SPIRITUALITY

The teachings and practices of their religious faith, can have a significant impact on their values.

## PEER INFLUENCE

Many individuals take on the values of those they interact with, such as friends, social circles or groups.

## FAMILY UPBRINGING

Parents, grandparents, and other family members can play a role in shaping one's values.

## GENDER AND IDENTITY

These factors can be changed, depending on individuals and their cultural backgrounds. Understanding these factors can help in comprehending the reasons behind people's beliefs. Here are some of the most significant influences that affect people's values.

## EDUCATION AND SCHOOLING

Through formal education, students are exposed to different philosophies, ethical values, and moral theories. Values like integrity, tolerance, and respect are often emphasized in schools and other educational institutions, which foster a community of individuals who share the same principles.

## PERSONAL EXPERIENCES

Personal life experiences, such as traumatic events, successes, and challenges can also have an impact on one's values. It can lead to changes in priorities and moral considerations.



# TYPES OF VALUES

## Rokeach Value Survey

It was developed by Milton Rokeach which is a widely used tool for assessing individual values

It is important to remember that this survey is mainly used for research purposes and to get a better understanding of people's value systems. Everyone's value system is different, and things like culture and environment can affect how people view their values.

### 1. Terminal Values:

**A comfortable life:** a prosperous life

**An exciting life:** stimulating, active life

**A sense of accomplishment:** personal success and achievement

**Freedom:** A sense of accomplishment

**Equality:** equal opportunity and fairness for all

**True Friendship:** close and genuine relationships

**A World of Beauty:** beauty in art, nature, and aesthetics

### 2. Instrumental Values:

**Ambitious:** hard working, aspiring

**Honesty:** truthfulness and integrity in interactions

**Friendliness:** positive interactions and sociability

**Imagination:** creativity and the ability to think outside the box

**Responsibility:** dependability and accountability

**Helpful:** working for the welfare of others

**Honest:** sincere, truthful

The term "**terminal values**" refers to the desired outcomes or objectives that people aspire to attain in life. These values serve as a representation of what people view as their ultimate goals or aspirations.

**Instrumental Values** are the tools or techniques people use to reach their final values. These values guide their actions in everyday life.

# TYPES OF VALUES

*Intrinsic Values*

*VS*

*Extrinsic Values*

Maintaining a harmonious equilibrium between intrinsic and extrinsic values can be a key factor in achieving personal development and making informed decisions. This can assist individuals in aligning their behaviours and decisions with what genuinely matters to them, resulting in a more meaningful and true living.

## 1. Intrinsic Values:



**Autonomy:** The ability to direct oneself and be independent.

**Creativity:** The pleasure of engaging in activities that are based on one's own creativity.

**Personal growth:** The desire to improve oneself, learn, and develop.

**Helping Others:** The satisfaction derived from helping and making a positive impact on others.

**Inner peace:** The pursuit of inner harmony, peace, and mental health.

**Satisfaction with one's work:** The satisfaction and enjoyment of one's work, regardless of the external rewards.

## 2. Extrinsic Values:

**Wealth and Financial Success:** Pursuing money and material possessions for the sake of financial security or social status.

**Fame and Recognition:** Seeking public acclaim, popularity, and attention.

**Social Approval:** Seeking approval and acceptance from others, often at the expense of one's own values.

**Physical Appearance:** Valuing one's appearance and attractiveness as a source of self-worth.

**Power and Authority:** Pursuing positions of authority, control, and dominance.

**Job security:** Organizations that provide job security, especially during times of economic uncertainty, tend to have a more loyal and motivated workforce.

**Intrinsic values** are always associated with higher well-being, greater life satisfaction, and more self-determined behaviours,

**Extrinsic values** can lead to feelings of emptiness, anxiety, and reduced autonomy.



# PERSONALITY AND VALUES AT THE WORKPLACE

Personality and values have a major impact on how employees interact with others, how they approach their work, and how they contribute to the company's culture.

## PERSONALITY

## VALUES

Employees with diverse personality traits can complement each other within a team. For example, introverts may excel in tasks requiring focus and attention to detail, while extroverts may thrive in roles that involve networking and communication.

Team Dynamics

When team members share common values, such as a commitment to teamwork or a dedication to quality, it can foster cooperation and a sense of belonging within the team.

Effective leaders often possess qualities such as extraversion, conscientiousness, and emotional intelligence. Different leadership styles may be better suited to various organizational contexts and goals.

Leadership and Management

A leader's values can influence decision-making and the organizational culture they create. Ethical leadership, for instance, places a strong emphasis on values such as honesty and integrity.

Job satisfaction can be influenced by the alignment between an employee's personality traits and the demands of their job. For example, a highly extroverted person may be more satisfied in a role that involves frequent social interactions.

Job Satisfaction and Engagement

When employees' values are consistent with the values of the organization, they tend to be more engaged and committed to their work.

Understanding the personality traits of individuals involved in conflicts can aid in resolving disputes. Personality assessments, like the Thomas-Kilmann Conflict Mode Instrument, can help identify effective conflict resolution strategies.

Conflict Resolution

Disagreements related to values can lead to conflicts at the workplace. Finding common ground or tolerating differing values may be necessary for effective conflict resolution.





# SUMMARY OF CHAPTER 3

---

Some important aspects of fitting into the workplace and factors that influence the workplace environment:

- **Values, Attitudes, and Personalities:** Human beings at the workplace come with a wide range of values, attitudes, and personalities. These factors play a significant role in shaping how employees behave and interact with each other and with their work. For example, someone with a strong work ethic and a positive attitude may approach tasks differently from someone with a more laid-back personality.
- **Influence of Values:** Values are deeply held beliefs that guide one's behaviour. They can affect an employee's choice of workplace, such as whether they prioritize teamwork or individual achievement, honesty or deception, and so on. Conflicts in values among employees can lead to misunderstandings and friction at the workplace.
- **Attitudes:** Attitudes refer to an individual's overall evaluation of something, such as their job, colleagues, or the company. Positive attitudes can lead to higher job satisfaction and better workplace relationships, while negative attitudes can create a toxic environment.
- **Personalities:** Personalities, including traits like extraversion, introversion, openness, and conscientiousness, influence how individuals react to various situations at the workplace. For instance, an extroverted employee may excel in roles requiring frequent social interaction, while an introverted employee might thrive in tasks that require focused, independent work.
- **Organizational Mission and National Culture:** The workplace environment is also shaped by the mission and values of the organization's leaders, as well as the broader national culture. Leaders set the tone for the workplace through their vision, goals, and communication style. National culture can influence things like communication norms, working hours, and approaches to hierarchy.
- **Perceptual Processing:** Individuals' values and personalities influence how they perceive and interpret their workplace environment. This can result in different employees seeing the same situation in vastly different ways, leading to potential conflicts or misunderstandings.
- **Career Advancement:** Fitting into the workplace is crucial for career advancement. Employees who are aligned with the company's culture, beliefs, and expectations are more likely to be recognized and rewarded for their achievements. Conversely, if they do not fit in, it may hinder their career progression.

In conclusion, understanding the impact of values, attitudes, personalities, leadership, and culture on the workplace environment is vital for employees to navigate their careers successfully. Effective communication, empathy, and adaptability are the key skills that can help individuals fit into diverse work environments and prosper in their careers.



# MATCHING

## QUIZ

Match all the acronyms with the picture as fast as you can.

INTJ

INTP

ENTJ

ENTP

INFJ

INFP

ENFJ

ENFP

ISTJ

ISFJ

ESTJ

ESFJ



























# CATEGORIZING

# QUIZ

Tick (/) the correct answer based on the factors given.

FACTORS	Biological	Cultural	Family	Social	Situational
Shared beliefs and norms shape the behaviour, customs, and traditions of a group of people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual genetic which usually inherited from parents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial difficulties and unemployment will have an impact on how people respond to those around them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The formation of individual personality was influenced by their group circle or community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The child's desire and aspiration to be like their parents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





# Test Your Brain!

## Word Scramble

1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											

1 OAIELPSYRTN

2 ITARTS

3 BOYGLOI

4 UCLARUTL

5 SLTNOIIATUA

6 GGISRBERY-M

7 XESETTVRRSO

8 IVNRTTSROE

9 NSPOESEN

10 MISCNRUOTIE

11 TINALMRE

12 CIIRSTINN















FREE TRIAL

# ANSWER KEYS - CHAPTER 3

## QUIZ

### MATCHING

 ISFJ	 INTJ	 INTP
 ENTJ	 ENTP	 ISTJ
 INFJ	 ENFP	 ESFJ
 ENFJ	 INFP	 ESTJ

### CATEGORIZING

FACTORS	Biological	Cultural	Family	Social	Situational
Shared beliefs and norms shape the behavior, customs, and traditions of a group of people.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual genetic which usually inherits from parents.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial problems, jobless will affect the way persons respond to the people around him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
The formation of individual personality was influenced by their group circle or community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
The child's desire and aspiration to be like their parents.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>



# ANSWER KEYS - CHAPTER 3

## QUIZ

### *Word Scramble*

1 P E R S O N A L I T Y  
2 T R A I T S  
3 B I O L O G Y  
4 C U L T U R A L  
5 S I T U A T I O N A L  
6 M Y E R - B R I G G S  
7 E X T R O V E R T S  
8 I N T R O V E R T S  
9 O P E N N E S S  
10 N E U R O T I C I S M  
11 T E R M I N A L  
12 I N T R I N S I C

1 PAELOSRYINT

2 TTIRAS

3 OYILOBG

4 CLLRUTAU

5 SLTAINUQAI

6 BERSRYGI-MG

7 THORXVSR

8 OSINRETRTV

9 ESOPSNEN

10 TCIOUMISENR

11 AMRNTELI

12 TNCIRISN



# REFERENCES

Griffin, R. W., Phillips, J. M., & Gully, S. M. (2020). *Organizational behavior: managing people and organizations*. Boston, MA: Cengage Learning.

Robbins, S. P., & Judge, T. (2019). *Organizational behavior*. New York, NY: Pearson Education.

Sarah Sabir Ahmad, & Azfahanee Zakaria. (2023). *Organizational behaviour*. McGraw Hill.

William G. "Bill" Borges., Koon Vui Yee., Daisy Mui Hung Kee., & [et.al. (2018). *Organizational behavior*. SJ Learning



e ISBN 978-629-7635-10-1



POLITEKNIK UNGKU OMAR  
Jalan Raja Musa Mahadi,  
31400, Ipoh, Perak  
[www.puo.edu.my](http://www.puo.edu.my)