

## **RELATIONSHIP BETWEEN BEHAVIOUR AND ATTITUDE:**

### **Definition of Attitude**

To put simply, attitude is a person's mental outlook, which defines the way we think or feel anything. It is a hypothetical construct, i.e. whose direct observation is not possible. It is a predisposition to respond in a settled way to a person, event, opinion, object, etc., which is reflected in our body language. It has a strong impact on our decisions, actions, stimuli, etc. Education, experience, and environment are the major factors that affect a person's attitude.

A person's attitude can be positive, negative or neutral views, which show one's likes and dislikes for someone or something. So, the type of attitude we carry, speaks a lot about us, as we get into that mood and transmits a message to the people around us. There is no such thing like ideal attitude, for a particular situation as it is spontaneous and so we always have a choice to opt the right attitude for us.

### **Definition of Behaviour**

The term 'behaviour' can be described as the way of conducting oneself. It is the manner of acting or controlling oneself towards other people. It is the range of actions, responses, and mannerisms set by an individual, system or organization in association with themselves or their environment, in any circumstances.

In short, behaviour is an individual or group reaction to inputs such as an action, environment or stimulus which can be internal or external, voluntary or involuntary, conscious or subconscious.

The relationship between attitude and behaviour is complex and it is often difficult to predict one's attitude from his or her behaviour. How many times have you heard people state that they want to be fit but they do not exercise, or that they are worried about global warming but drive a big car which consumes petrol by the gallons.

People say one thing but do not necessarily follow it up with appropriate behaviours. Studies have shown that there are certain special conditions under which attitudes can predict behaviour:

- When attitudes are strong and consistent, that is when the three components of attitude are clear and stable they better predict behaviour. Weak, unimportant and ambiguous attitudes are less likely to predict behaviour.
- When one holds a strong attitude or when one is conscious of one's attitude, thereby it is also easily recalled and possible to predict behaviour.
- When attitudes have been formed through direct experience prediction of behaviour is more accurate.
- When one acts under social pressure attitude may be expressed in diverse ways. An adolescent may not want to smoke or drink because it affects health. But peer group pressure may force him to drink. Thus his way of thinking is different from his behaviour. When external influences are minimal then attitude-behaviour relationship is becomes strong.

### **Difference between Attitude and Behaviour:**

One of the widely accepted facts about human beings is, no two people are alike, whether in terms of physical appearance (i.e. body structure, height, weight, colour, etc) or intellectual aspects (like intelligence, attitude, personality, behaviour and so on). Many people take a person's attitude as their behaviour. Although directly or indirectly they are interrelated, they are different in the sense that attitude represents how a person thinks or feels about someone or something.

On the other extreme, behaviour represents an individual's reaction to a particular action, person or environment.

It has been said that "a person's attitude affects thoughts while his/her behaviour affects actions." So, let us explore some significant differences between attitude and behaviour.

**Comparison Chart:**

<b>BASIS FOR COMPARISON</b>	<b>ATTITUDE</b>	<b>BEHAVIOUR</b>
Meaning	Attitude refers to a person's mental view, regarding the way he/she thinks or feels about someone or something.	Behaviour implies the actions, moves, conduct or functions of an individual or group towards other persons.
Based on	Experience and observation	Situation
Trait	Human	Inborn
What is it?	A person's mind-set.	Outward expression of attitude.
Reflects	What you think or feel?	What you do?
Defined by	Way we perceive things.	Social Norms

**DEVELOPING EMOTIONAL INTELLIGENCE AT THE WORKPLACE:**

**“EQ refers to someone’s ability to perceive, understand and manage their own feelings and emotions”**

Further, there are five distinct components of EI:

1. Self-awareness
2. Self-regulation
3. Internal (or intrinsic) motivation
4. Empathy
5. Social skills

**Daniel Goleman on EI in the Workplace:**

EI was first defined and established as a construct in psychology back in the 1990s, but interest in it has grown exponentially since then-especially in its application in the workplace. Emotional intelligence expert Daniel Goleman shares his view on why there is so much interest on EI/EQ in the workplace:

*“The interest in emotional intelligence in the workplace stems from the widespread recognition that these abilities – self-awareness, self-management, empathy and social skill – separate the most successful workers and leaders from the average. This is especially true in roles like the professions and higher level executives, where everyone is about as smart as everyone else, and how people manage themselves and their relationships gives the best and edge.”*

## **Why is Developing EQ Important in the Workplace?**

Emotional intelligence is a vital consideration in the workplace for many reasons, but there are two that really stick out:

1. It is linked to higher job satisfaction for those with high EI/EQ as well as employees who work with or are managed by those with high EI/EQ.
2. It is strongly associated with job performance.

## **Emotional Intelligence and Job Satisfaction**

It's well-known that emotional intelligence is related to job satisfaction. Employees who are high in EI/EQ also tend to be higher in job satisfaction, as many studies have shown:

- A study was done on nearly 150 call centre employees in Istanbul and found a significant positive relationship between EI/EQ and internal job satisfaction.
- Similarly, high EI/EQ (specifically high self-awareness) is negatively related to burnout and positively related to job satisfaction in people who work in the public sector.

## **Emotional Intelligence and Job Performance**

In addition to contributing to greater happiness and satisfaction in employees, higher emotional intelligence also contributes to better job performance.

- Researchers found that emotional intelligence training boosted employee productivity and resulted in better evaluations from management.
- Teachers with higher emotional intelligence also generally perform better in their jobs.
- A 2017 study by Pekaar and colleagues showed that emotional intelligence is significantly correlated with job performance, particularly the EI/EQ components of recognizing and managing the emotions of the self and others.

## **How does emotional intelligence impacts on job performance through these seven traits and characteristics:**

1. Emotional stability (greater ability to manage their own emotions and tolerate stress)
2. Conscientiousness (tendency to be diligent, hardworking, control impulses)
3. Extraversion (personality trait that makes people more open and better at establishing relationships with others)
4. Ability EI (individuals' ability to perform emotion-related behaviours, like expressing emotions, empathizing with others, and combine emotion with reasoning)
5. Cognitive ability (IQ; studies suggest there is at least some overlap between the IQ and EQ)
6. General self-efficacy (confidence in the ability to cope with the demands of our job)
7. Self-rated job performance.

## **Are There Disadvantages and Limitations to Using EQ in the Workplace?**

There are absolutely advantages to using EI/EQ in the workplace. So far, there are virtually no disadvantages to it.

However, there are some limitations. Emotional intelligence can be enhanced, but as with other traits and skills, there is an upper limit to it that is likely determined at least in part by genetics. Not everyone can be a master of emotional intelligence.

In addition, there is some concern that too much emotional intelligence can encourage manipulation and other unethical or bad behaviour. If unscrupulous employees have extremely high EI/EQ, they may be tempted to use their emotional intelligence to manipulate,

deceive, and take advantage of their co-workers, subordinates, and perhaps even their management.

Generally, having excess EI/EQ is not something anyone should be too concerned about; it's much more common to have too little than too much!

### **What Happens When There is a Lack of EQ in the Workplace?**

There are two main ways that a lack of EI/EQ can negatively impact the workplace:

1. Communication
2. Decision Making

### **How EQ Impacts Communication in the Workplace**

A lack of EI/EQ can negatively impact communication in the workplace through several mechanisms:

- Less understanding of one's own emotions
- Less understanding of the emotions of others
- Less effective communication of ideas and emotions to others
- Inappropriate communication-related behaviour, such as outbursts of emotion, oversharing or failing to communicate important information.

It's easy to see how these mechanisms impact overall communication and, through less effective communication, lower productivity and efficiency in the workplace.

### **How Emotional Intelligence Affects Decision Making in the Workplace**

Similarly, EI/EQ can have a significant impact on decision-making in the workplace. When emotional intelligence is high, organization members can understand the cause and effect relationship between emotions and events and plan effectively.

When EI/EQ is low, organization members may experience "incidental emotions" surrounding decision-making. For example, anxiety is a common emotion involved in decision-making, especially for big decisions that will have a significant impact.

Those low in EI/EQ may not understand the source of their anxiety or how to effectively manage it, leading to too much risk-taking, not enough risk-taking, or judgment clouded by bias.

### **JOB ATTITUDES:**

#### **Major Job Attitudes**

A person can have thousands of attitudes, but organizational behavior focuses our attention on a very limited number of work-related attitudes. Most of the research in organizational behavior has been concerned with three attitudes.

3 types of attitudes are;

1. Job Satisfaction
2. Job Involvement
3. Organizational Commitment

Job satisfaction is the level of contentment a person, he/she feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction.

A person with a high level of job satisfaction holds positive attitudes about the job, while a person who is dissatisfied with his or her job holds a negative attitude about the job.

A person having a negative attitude shows a personality disposition that is inclined to experience nervousness, tension, upset, distress, etc. whereas those with a positive attitude will feel happy themselves, others and their work.

Generally, it is deemed a high level of job satisfaction means positive attitudes towards the job and vice versa.

When people speak of employee attitudes, more often than not they mean job satisfaction. In fact, the two are frequently used interchangeably.

### **Job Involvement**

Job involvement is the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his or her self-worth. Employees with a high level of this involvement strongly identify with and really care about the kind of work they do. Their positive attitude leads them to contribute to their work in positive ways. High levels of this involvement have been found to be related to fewer absences, lower resignation rates, and higher employee engagement with work.

It has been considered as the main factor for increasing productivity and unlocking worker or employee motivation from the organizational perspective. Job involvement formulates a key to performance, motivation, satisfaction, and personal growth in the workplace from an individual perspective. It contributes significantly to organizational morale, effectiveness, and productivity by deeply involving employees in their work and makes it a fulfilling and meaningful experience. Individuals get involved in their works or jobs when they understand the potential in them for satisfying the hidden psychological needs such as for achievement, growth, meaning, security, and recognition.

### **Organizational Commitment**

Organisational commitment is another job-related attitude which is of considerable significance to OB. Organisational commitment refers to the strength of an employee's involvement in the organisation and identification with it. There are three kinds of organisational commitment: affective, continuance and normative. Affective Commitment is an employee's intention to remain in an organisation because of a strong desire to do so. It consists of three factors:

- A belief in the goals and values of the organisation
- A willingness to put forth effort on behalf of the organisation
- A desire to remain as a member of the organisation.

Affective commitment encompasses loyalty, but it is also a deep concern for the organization's welfare.

Continuous commitment is an employee's tendency to remain in an organisation because the person cannot afford to leave. Alternative to leaving the organisation is probably securing a less lucrative job or remaining jobless.

Normative commitment is a perceived obligation to remain with the organisation. Individuals who experience normative commitment stay with the organisation because they feel they should do.

Affective and normative commitments are related to lower rates of absenteeism, higher quality of work, increased productivity and several different types of performance.

Organisational commitment varies across countries. One study of workers in Saudi Arabia found that Asians working there were more committed to the organisation than were Westerners and Arab workers. Another study revealed that American workers displayed higher affective commitment than did Korean and Japanese workers.

### **BARRIERS TO CHANGING ATTITUDES:**

#### **Prior Commitment:**

When people feel a commitment towards a particular course of action that has already been agreed upon and thus it becomes difficult for them to change or accept the new ways of functioning.

#### **Insufficient Information:**

It also acts as a major barrier to change attitudes. Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

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#### **Balance and Consistency:**

Another obstacle to a change of attitude is the attitude theory of balance and consistency.

That is human beings prefer their attitudes about people and things to be in line with their behaviours towards each other and objects.

#### **Lack of Resources:**

If plans become excessively ambitious, they can sometimes be obstructed by the lack of resources on the part of a company or organization. So, in this case, if the organization wants to change the attitude of the employees towards the new plan, sometimes it becomes impossible for the lack of resources to achieve the goal.

#### **Improper Reward System:**

Sometimes, an improper reward system acts as a barrier to change attitude.

If an organization places too much emphasis on short-term performance and results, managers may ignore longer-term issues as they set goals and formulate plans to achieve higher profits in the short term.

If this reward system is introduced in the organization, then the employees are not motivated to change their attitude.

#### **Resistance to Change:**

Another barrier is resistance to change. Basically, change is a continuous process within and outside the organization to achieve the set goals.

When the authority changes a plan of the organization, the employees have to change themselves.

But some of them do not like it. If their attitude regarding the change of the plan cannot be changed, the organization will not be successful.