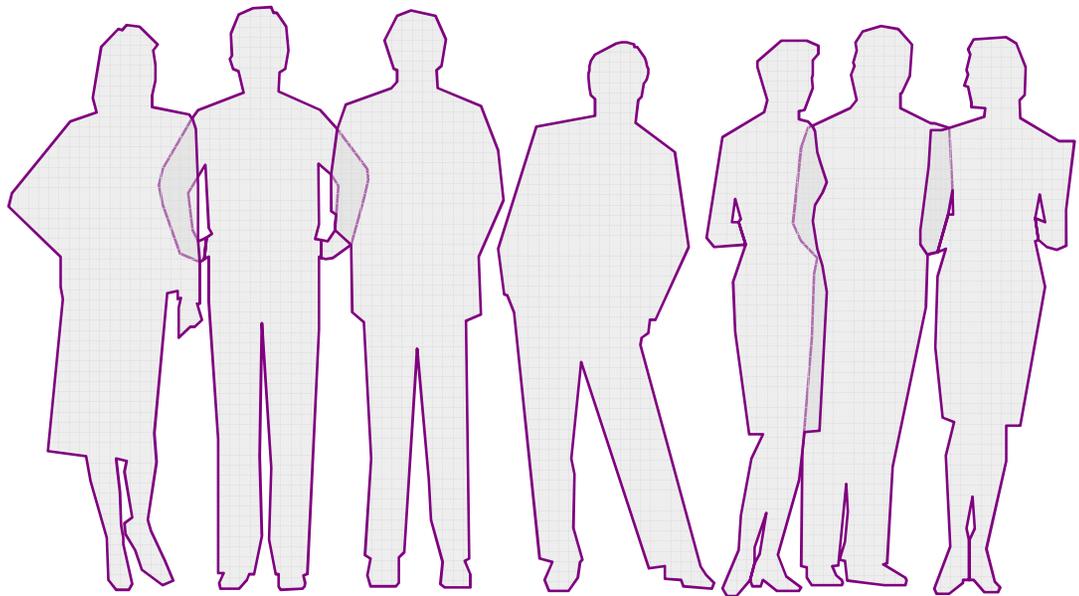


Individual Behavior

Biographical Characteristics

Biographical Characteristics

Personal characteristics—such as age, gender, and marital status—that are objective and easily obtained from personnel records.



Ability, Intellect, and Intelligence

Ability

An individual's capacity to perform the various tasks in a job.

Intellectual Ability

The capacity to do mental activities.

Multiple Intelligences

Intelligence contains four subparts: cognitive, social, emotional, and cultural.



Dimensions of Intellectual Ability

- Number aptitude
- Verbal comprehension
- Perceptual speed
- Inductive reasoning
- Deductive reasoning
- Spatial visualization
- Memory

Physical Abilities

Physical Abilities

The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics.



Nine Physical Abilities

Strength Factors

1. Dynamic strength
2. Trunk strength
3. Static strength
4. Explosive strength



Flexibility Factors

5. Extent flexibility
6. Dynamic flexibility

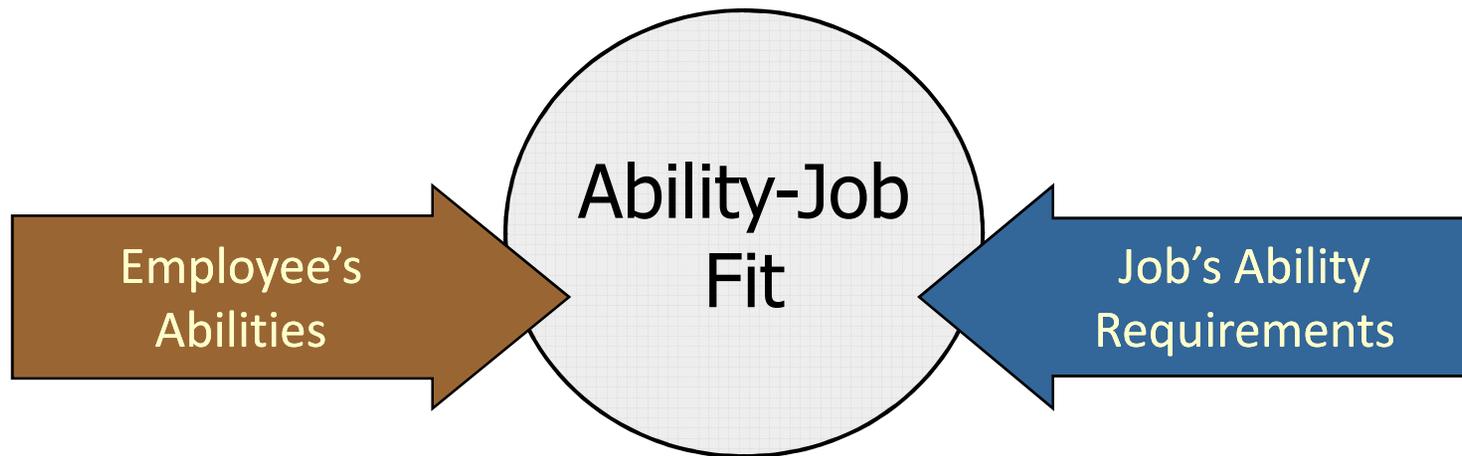
Other Factors

7. Body coordination
8. Balance
9. Stamina



Source: Adapted from
HRMagazine published by
the Society for Human
Resource Management,
Alexandria, VA.

The Ability-Job Fit



Learning

Learning

Any relatively permanent change in behavior that occurs as a result of experience.

Learning

- Involves change
- Is relatively permanent
- Is acquired through experience

Theories of Learning

Classical Conditioning

A type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such a response.

Key Concepts

- Unconditioned stimulus
- Unconditioned response
- Conditioned stimulus
- Conditioned response

Theories of Learning (cont'd)

Operant Conditioning

A type of conditioning in which desired voluntary behavior leads to a reward or prevents a punishment.

Key Concepts

- Reflexive (unlearned) behavior
- Conditioned (learned) behavior
- Reinforcement

Theories of Learning (cont'd)

Social-Learning Theory

People can learn through observation and direct experience.

Key Concepts

- Attentional processes
- Retention processes
- Motor reproduction processes
- Reinforcement processes

Theories of Learning (cont'd)

Shaping Behavior

Systematically reinforcing each successive step that moves an individual closer to the desired response.

Key Concepts

- Reinforcement is required to change behavior.
- Some rewards are more effective than others.
- The timing of reinforcement affects learning speed and permanence.

Types of Reinforcement

- Positive reinforcement
 - Providing a reward for a desired behavior.
- Negative reinforcement
 - Removing an unpleasant consequence when the desired behavior occurs.
- Punishment
 - Applying an undesirable condition to eliminate an undesirable behavior.
- Extinction
 - Withholding reinforcement of a behavior to cause its cessation.

Schedules of Reinforcement

Continuous Reinforcement

A desired behavior is reinforced each time it is demonstrated.

Intermittent Reinforcement

A desired behavior is reinforced often enough to make the behavior worth repeating but not every time it is demonstrated.



Schedules of Reinforcement (cont'd)

Fixed-Interval Schedule

Rewards are spaced at uniform time intervals.

Variable-Interval Schedule

Rewards are initiated after a fixed or constant number of responses.



Schedules of Reinforcement (cont'd)

Reinforcement Scheduled	Nature of Reinforcement	Effect on Behavior
Continuous	Reward given after each desired behavior	Fast learning of new behavior but rapid extinction
Fixed-interval	Reward given at fixed time intervals	Average and irregular performance with rapid extinction
Variable-interval	Reward given at variable times	Moderately high and stable performance with slow extinction
Fixed-ratio	Reward given at fixed amounts of output	High and stable performance attained quickly but also with rapid extinction
Variable-ratio	Reward given at variable amounts of output	Very high performance with slow extinction

Behavior Modification

OB Mod

The application of reinforcement concepts to individuals in the work setting.

Five Step Problem-Solving Model

1. Identify critical behaviors
2. Develop baseline data
3. Identify behavioral consequences
4. Develop and apply intervention
5. Evaluate performance improvement

OB MOD Organizational Applications

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