person_vs_situation.mmap - 08/12/2005 - Fabrice Cavarretta

- **Pers/Sit**
  - **context**
    - {Astley, 1983 #5287}
      - individual vs. collective action one of the key pb
      - deterministic
        - individual respond to their environment
        - structural property are important
      - voluntaristic
    - Org studies traditionally more situationalist
      - ex: operant conditioning: behavior depends on consequences
      - ex: job design: dimensions that condition behavior {Hackman, 1976 #221}
      - reasons
        - legal: test have to show that effect on performance go beyond the minority bias ✓{Pfeffer, 1997 #409}
        - influence of sociology that focus on structural factors
      - attribution depends on culture
        - western more dispositional, east more situational
        - {Morris, 1994 #4955} for ex ✓ "dispositionalism in social attribution... reflects an implicit theory about social behavior that is more widespread in individualist cultures than in collectivist cultures... In highly individualist cultures, such as the United States, persons are primarily identified as individual units... and they are socialized to behave according to personal preferences. In highly collectivistic cultures, such as China, persons are primarily identified as group members... and they are socialized to behave according to group norms, role constraints, and situational scripts." {Morris, 1994 #4955@952}
        - {Fiske, 1998 #4677}for review
    - 80s-90s: return of dispositions
      - the Attraction-Selection-Attrition cycle creates the situation through the people!!! ✓*{Schneider, 1987 #5736}
      - also, interactionalist (see below)
  - **Soc Psy persps**
    - &Personality
      - the Big Five
        - List
          - see {John, 1990 #5622} for a review
          - lexical anaysis based
          - to compare to Questionaire based
          - I. Surgency: extraversion
          - II. Agreeableness
          - III. Conscientiousness: Control, Constraint, Superego Strength, and Work Orientation, as contrasted with Impulsivity, Psychoticism, and Play Orientation
          - IV. Emotional stability
          - V. Culture: openness to experience
        - critique ✓5 factors, but not always the same between studies
      - n ach
      - social orientation
      - machiavelism ✓Christie – Machiavellianism: Social intelligence scale turns out to predict aptitude in certain situations: 1) face to face moderator 2) improvisation 3) irrelevant affect hurts.
      - Darley and Batson (1973) – Good Samaritan Parable: Are religious personality types more likely to help out? Seminary students assigned good parable talk and either told they were late or early, how many helped the victim on the way over? Results predicated on how in a hurry they were. On a side note, those who did not stop were aroused at site – perhaps conflicted?
      - Difficulty to test ✓{Chapman, 1982 #5627} ✓demonstrate that professional are subject to illusions about correlations
    - &Social Information Processing *{Salancik, 1978 #454}
      - criticism of need satisfaction models
      - Importance of situational constraints as alternative explanations for work attitudes and behaviors
      - Model (see p227)
        - rather than being produced by a person
        - Information affects attitude in following ways:
          - o Direct effect of statements by co-workers
          - o Structuring attentional processes
          - o Interpretation of environmental cues
          - o A person's interpretation of his needs
        - Factors
          - Environmental perception,
          - past commitments
          - rationalization of actions
          - network ✓see *{Ibarra, 1993 #5271}
      - Application of the model
        - Insufficient justification conditions (attributional) ✓originally by {Herzberg, 1968 #245}
        - extrinsic and motivation
        - Effect of context on attitudes
        - Organizational climate
    - {Ross, 1991 #3465}
      - Three principles of social psychology:
        - Situationism - Power and subtlety of situational influences.
        - Construals - Importance of people's subjective interpretation of the situation.
        - Tension Systems - Understanding individuals and social groups as energy fields characterized by an equilibrium between impelling and restraining forces.
      - Construal
        - the manner in which the person understands the situation as a whole.
        - impact of "objective" situation depends on a subjective meaning.
        - Three errors associated with the construal:
          - failure to be aware that one's understanding of the situation result from construals.
          - failure to appreciate the variability of construals (own's construal differ from other's).
          - "Fundamental Attribution Error":
      - Situationism (Lewinian Tradition):
        - social context creates forces producing or constraining behavior.
        - minor details of the situation can be very important facilitators or barriers ("channel factors"). ✓Through these, intentions can lead to actions.
        - explains why some situational factors have bigger effects than might be expected and why some have smaller effects.
        - regarding behavior change, social pressures and informal peer group pressure are the most potent restraining force to overcome ✓also the most powerful inducing force that can be exploited
        - {Sherif, 1937 #4616}
          - autokinetic effect
          - perception are socially conditionned
        - asch
        - darley and latane bystander
        - janis groupthink ✓suppression of disbelief to conform
        - see milgram
        - catalyst of behavior: channel factor ✓being provided a map to go and take an X-ray increase the rate of compliance
        - >>>> see influence?
      - Tension Systems (Kurt Lewin)
        - Individuals as systems in a state of tension,
        - a dynamic field: state of any part depends on every other part
        - major contributions of the concept:
          - o the effect of a new stimulus are as determined by Restraining forces than by the stimulus
          - o Quasi-stationary equilibrium difficutl to change because forces that maintain the status quo.
          - o But very dramatic changes sometimes result from seemingly small forces.
        - o Example: Cognitive Dissonance
          - being in disagreement with one's friends is painful, so 3 balance-restorative processes
          - o change other's opinion,
          - o change own's opinion,
          - o reject opponent from the group.
  - **Agency vs. Structure {Barbulescu, 2004 #4527}**
    - see advOBOT *{Reed, 1997 #5066}
    - role of choice/agency vs structure
    - a more sociological bent (see also micro/OT perspective)
    - schools
      - Structure/determinism
        - {Durkheim, 1951 #146} ✓sociology see highly individual choices/deviances as situationally constrained
        - structuralism
        - {Parsons, 1951 #5234}
        - {Coleman, 1990 #2495}
      - voluntarism/agency
        - neo classical econ
        - rational
        - Subtopic
          - exchange
            - {Homans, 1950 #2883}
            - {Blau, 1964 #60}
          - {March, 1958 [1993] #337}
          - {Olson, 1965 #387}
      - synthesis? Structuration
        - Giddens Structuration ✓{Giddens, 1979 #5063}
        - Bourdieu genetic structuralism ✓habitus
        - {Sewell, 1992 #5623}
        - see structuration model of technology
        - Structuration at a microOT level ✓routines as a medium of structuration ✓{Feldman, 2003 #2641}
      - Role angle
        - being in a certain role creates expectations
          - {Merton, 1957 #350}
          - see interpersonal for all aspect of roles
        - but there must be some agency ✓{McLeod, 2003 #5624}
        - introduction of interactionist perspective, where actor is a skilled actor
        - role using, role negotiation, role as resources
          - {Katz, 1978 #285}
          - see role katz somewhere else
    - example : leadership
      - situationist
        - romance of leadership (false attribution) {Meindl, 1985 #4945}
        - {Vroom, 1995 #543} ✓both style participatory and autocratic, and apply them to the situation
      - dispositionist ✓{House, 1979 #2888}
      - see {Lee, 2001 #318} about independence and interdependence
    - {Pfeffer, 1997 #409}
      - Attempts to find cross situational consistency dormant in 70s
      - empirics had showed great variance across situations
      - plus causality was not clear
    - Situationalist ✓job design
      - {Hackman, 1987 #224}
      - {Locke, 2001 #328}
    - see return to personality on the big five
    - [illegible] ✓failure to find effect may be due to poor theory and method

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- **OB {Pfeffer, 1997 #409}**
  - renewal
    - influential: {Weiss, 1984 #4481} ✓ failure to find effect may be due to poor theory and method
    - other arguments
      - coding specific behavior not enough, counting the effect of behavior would be significant
      - were the proper personality constructs used?
      - {Chatman, 1989 #2465}: investigating a single facet of personality is reductionist, so should not bury dispositional research
    - wealth of studies based on panel data on job attitude
      - correlating job attitude longitudinally
      - critique: but very little variance of situation in those studies
      - critique: trait is defined because it is supposed to be stable (tautology?)
      - critique: alternative explanations ignored
      - critique: compares pre vs. post evaluation, where it should be then vs. post (to avoid response shift bias)
    - see Social Networks
      - mainly concerned about context (sit) ✓ control for indiv effect nevertheless
      - structure impacts individual, reciprocal is possible too
      - *{Casciaro, 1998 #5414} ✓ both contribute to accuracy
        - observer's position in the formal and informal social structure of the organization
        - his or her personality traits
      - *{Mehra, 2001 #5411} ✓ high self monitor has a better usage of their network
      - *{Scherer, 2003 #5408}
        - perception of risk on salient issue is related to structure
        - perception of science was related to demographic factors
  - Critiques
    - Pb with search of dispositions
      - 1/ ambiguous definitions of some traits ✓ difficult to find consistent replicable dispositions
        - see personality, big five, that can be challenged
        - for instance, positive and negative affect {Watson, 1999 #4474}
          - (see emotions)
          - orthogonality is a pb
        - many were just statistical regularities relabelled "dispositions"
      - 2/ Stability not even the norm!
        - *{House, 1991 #253}: traits are measured once (presidential address!)
        - so, speeches may reflect current ideology!
      - 3/ dispositions, personality, change with learning!!!
      - 4/ should distinguished clearly disposition (stable) from moods (induced) ✓ {Pfeffer, 1997 #409}
      - 5/ effects of disposition are often very weak
      - 6/ lack of control of situational factors
      - ex: cricism by {Mischel, 1968 #4690} of dispositionism
      - Chapman & Chapman (1967) – Illusory Correlations: Clinical psychologist continue to believe in the validity of certain diagnostic tests even if they are proven not to be valid indicators. You remember the time that they correlate, you don't remember when they don't.
    - origin if it is proven? genetics?
      - could account for 30% to 50% of variance
      - critique: spuriousness?
        - could a single factor (like general intelligence) correlate with outcomes
        - genetic antecedents for job satisfaction could come from there!
    - little about intelligence ✓ even though cognitive ability predict job performance
    - reply of {House, 1996 #5674} to Pfeffer
  - Person x Situation Interaction
    - for instance, job autonomy can moderate rel b/t personality and performance
    - growth need strength moderate rel bt job characteristics and motivation/satisfaction ✓ {Lawler, 1971 #3049}
    - if high expressive orientations, then more satisfied by challenging jobs
    - Dispositionist ✓ the Attraction-Selection-Attrition cycle creates the situation through the people!!! ✓ *{Schneider, 1987 #5736}
  - Person x situation fit
    - for instance , evaluate fit using Q sort method ✓ {Chatman, 1989 #2465}
    - greater fit individual x culture, greater performance ✓ {O'Reilly, 1991 #4959}
    - critique
      - again, disposition are not very stable ✓ e.g. {O'Reilly, 1991 #4959} use "employee preferences"
      - so, could employee preference be influence by socialization?
  - Strong vs. Weak
  - Issue w/ debate ? {Pfeffer, 1997 #409}
    - there must some effects and interactions, so why bother debating ?
    - It forced the field to clarify its constructs and methods
- **future directions**
  - effects may depend on time and place
  - role of network?
- **20. Person Situation**
  - Deported ✓ 02. Network
- **Sources**
  - {Barbulescu, 2004 #4527}
  - {Battilana, 2004 #4528}
  - see introduction Handbook Gilbert p7