



ISTANBUL UNIVERSITY

ORGANIZATIONAL BEHAVIOR AND LEADERSHIP

LEARNING & CONDITIONING

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DEFINITION

- Relatively durable change in behavior or knowledge that is due to experience
- Acquisition of knowledge and skills
- Personal habits
- Personality traits
- Emotional responses
- Personal preferences



LEARNING BY REINFORCEMENT

When it comes to learning, the concept of “reinforcement” is very important in OB. It has a very specific meaning that has its origin in some classic studies in psychology. **Reinforcement** is the administration of a consequence as a result of a behavior. Managing reinforcement properly can change the direction, level, and persistence of an individual’s behavior

Classical Conditioning

Learning occurs through conditioned stimuli

Stimulus

A person sees the boss smile and hears boss's criticisms

and later sees the smile

Behavior

feels nervous
grits teeth

feels nervous
grits teeth

Operant Conditioning

Learning occurs through consequences of behavior

Behavior

A person works overtime

and later works overtime again

Consequence

gets boss's praise

Difference between classical and operant conditioning approaches for a boss and subordinate.



LEARNING BY REINFORCEMENT

Operant conditioning is the control of behavior by manipulating its consequences.

Classical and operant conditioning differ in two important ways. First, control in operant conditioning is via manipulation of consequences. Second, operant conditioning calls for examining antecedents, behavior, and consequences. The *antecedent* is the condition leading up to or “cueing” behavior.



CLASSICAL CONDITIONING

- **PAVLOVIAN CONDITIONING**
- **RESPONDENT CONDITIONING**
- **IVAN PAVLOV**
 - **RUSSIAN PHYSIOLOGIST**
 - **NOBEL PRIZE – DIGESTION**
 - **THE ROLE OF SALIVA IN THE DIGESTIVE PROCESS OF DOGS**
 - **PARTIALLY ACCIDENTAL**

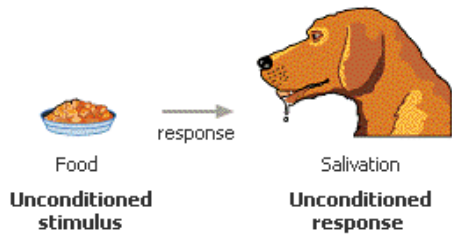
TERMINOLOGY AND PROCEDURES

- **UNCONDITIONED STIMULUS (UCS)**
- **EVOKES RESPONSE WITHOUT PREVIOUS CONDITIONING**
- **UNCONDITIONED RESPONSE (UCR)**
- **UNLEARNED REACTION TO AN UNCONDITIONED STIMULUS**
- **CONDITIONED STIMULUS (CS)**
- **CONDITIONED RESPONSE (CR)**

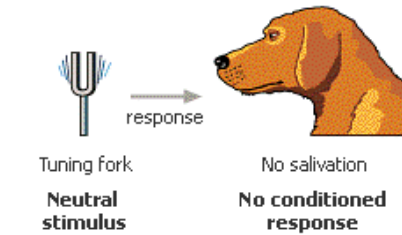


TERMONOLOGY AND PROCEDURE

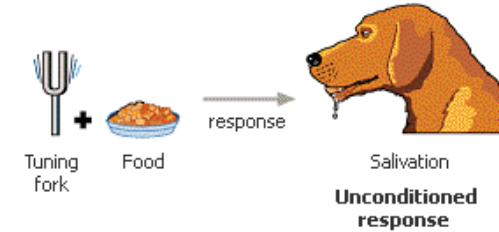
1. Before conditioning



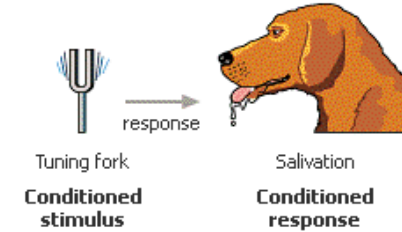
2. Before conditioning



3. During conditioning



4. After conditioning



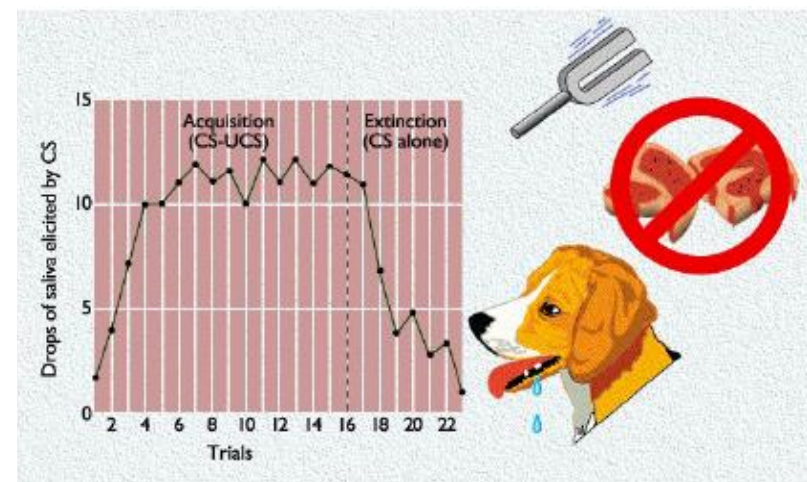
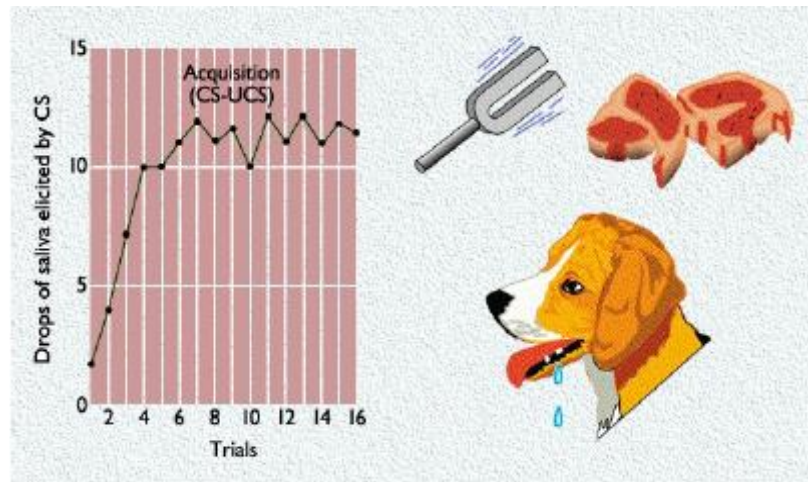
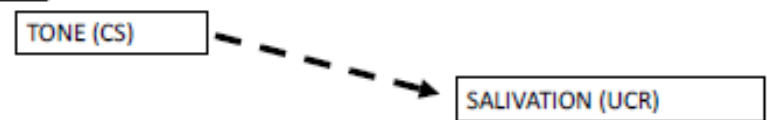
BEFORE



DURING



AFTER

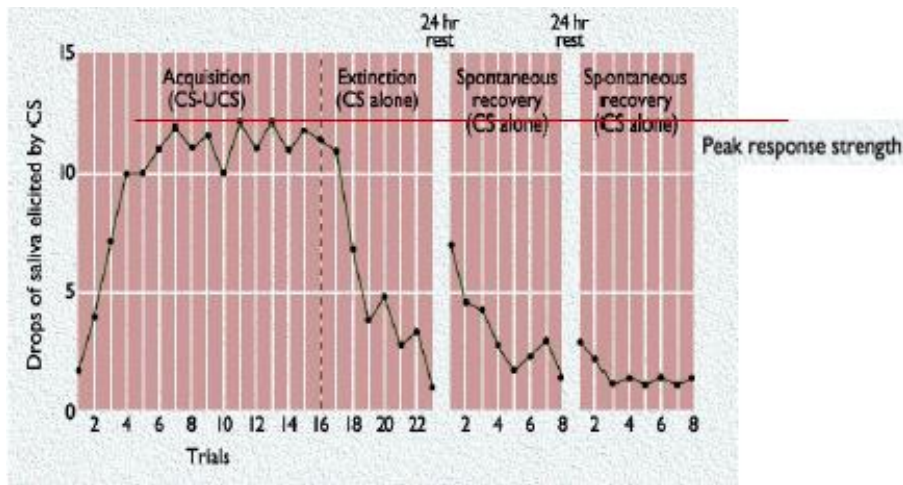


TERMONOLOGY AND PROCEDURE

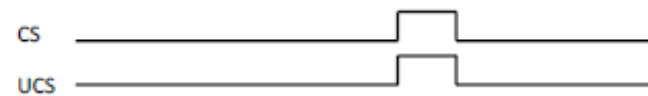
EXTINCTION : WEAKENING CONDITONED RESPONSES

- ADAPTING TO NEW SITUATIONS
- WITHOUT CONDITIONED STIMULUS CS LOST ITS CAPACITY TO ELICIT RESPONSE
- SOME EXTINGUISH QUICKLY WHILE OTHERS ARE DIFFICULT TO WEAKEN

SPONTENOUS RECOVERY



SIMULTANEOUS CONDITIONING



SHORT DELAYED CONDITIONING



TRACE CONDITIONING



OPERANT CONDITIONING

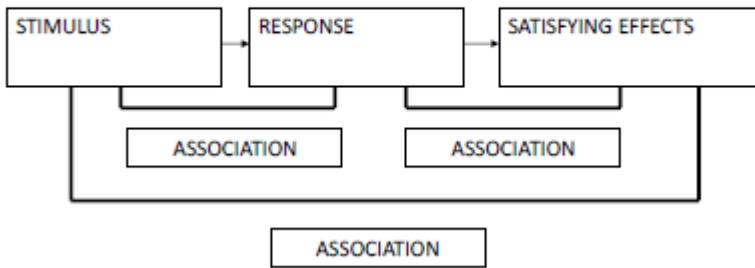
- CLASSICAL : REFLEXIVE
- OPERANT: NOT ONLY REACTING BUT ALSO OPERATES ON ENVIRONMENT
- INSTRUMENTAL LEARNING
 - OBTAINING SOME DESIRED OUTCOME
- THORNDIKE LAW OF EFFECT
 - DESIRED OUTCOME : STRENGTHEN
 - PUNISHMENT : WEAKENING



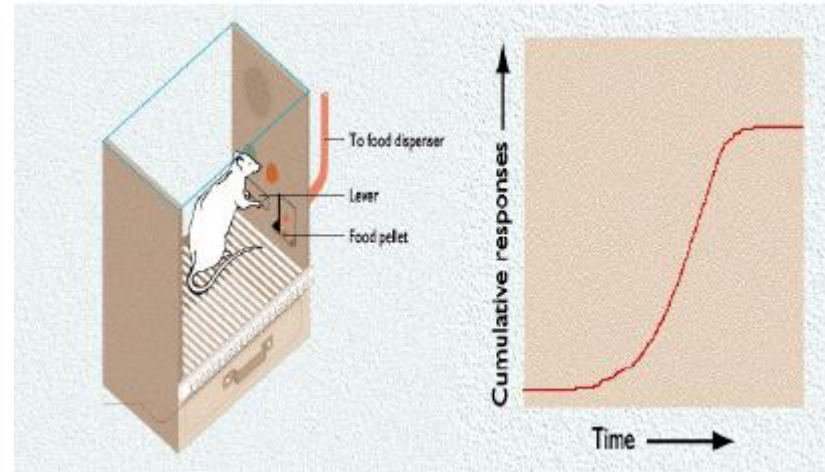
TERMONOLOGY AND PROCEDURE

THORNDIKE'S LAW OF EFFECT

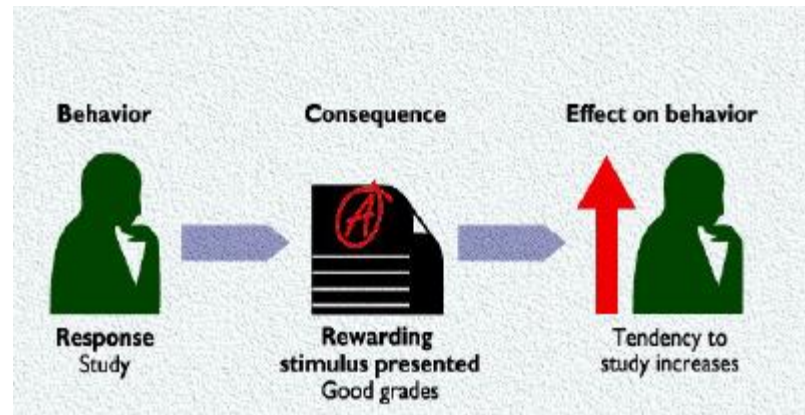
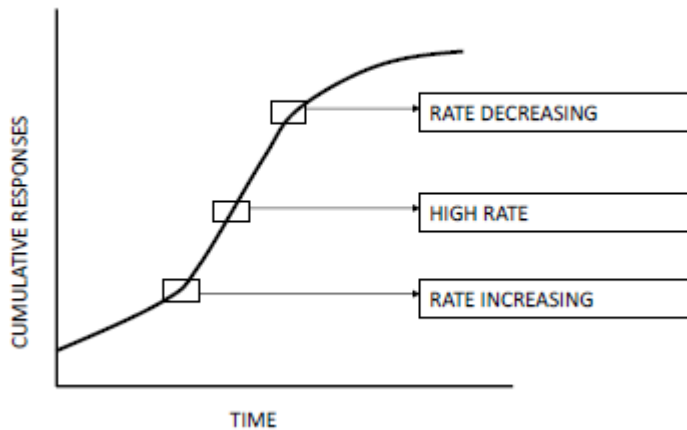
- REPEAT THE RESPONSES THAT ARE ALLOWED BY FAVORABLE CONSEQUENCES



RESPONSE RATE



CUMULATIVE RECORD GRAPH



LAW OF EFFECT

The **law of effect** is that behavior followed by pleasant consequences is likely to be repeated; behavior followed by unpleasant consequences is not.

Note that the emphasis is on consequences that can be manipulated rather than on consequences inherent in the behavior itself. OB research often emphasizes specific types of rewards that are considered from the reinforcement perspective to influence individual behavior. **Extrinsic rewards**, such as pay and praise, are positively valued work outcomes that are given to the individual by some other person.

Contrived Extrinsic Rewards: Some Direct Cost		Natural Extrinsic Rewards: No Direct Cost	
refreshments	promotion	smiles	recognition
piped-in music	trips	greetings	feedback
nice offices	company car	compliments	asking advice
cash bonuses	paid insurance	special jobs	
merit pay increases	stock options		
profit sharing	gifts		
office parties	sport tickets		



ORGANIZATIONAL BEHAVIOR MODIFICATION

Organizational behavior modification is the use of extrinsic rewards to systematically reinforce desirable work behavior and discourage undesirable behavior.

It involves the use of four basic reinforcement strategies: positive reinforcement, negative reinforcement (or avoidance), punishment, and extinction.

Positive reinforcement strengthens a behavior by making a desirable consequence contingent on its occurrence.

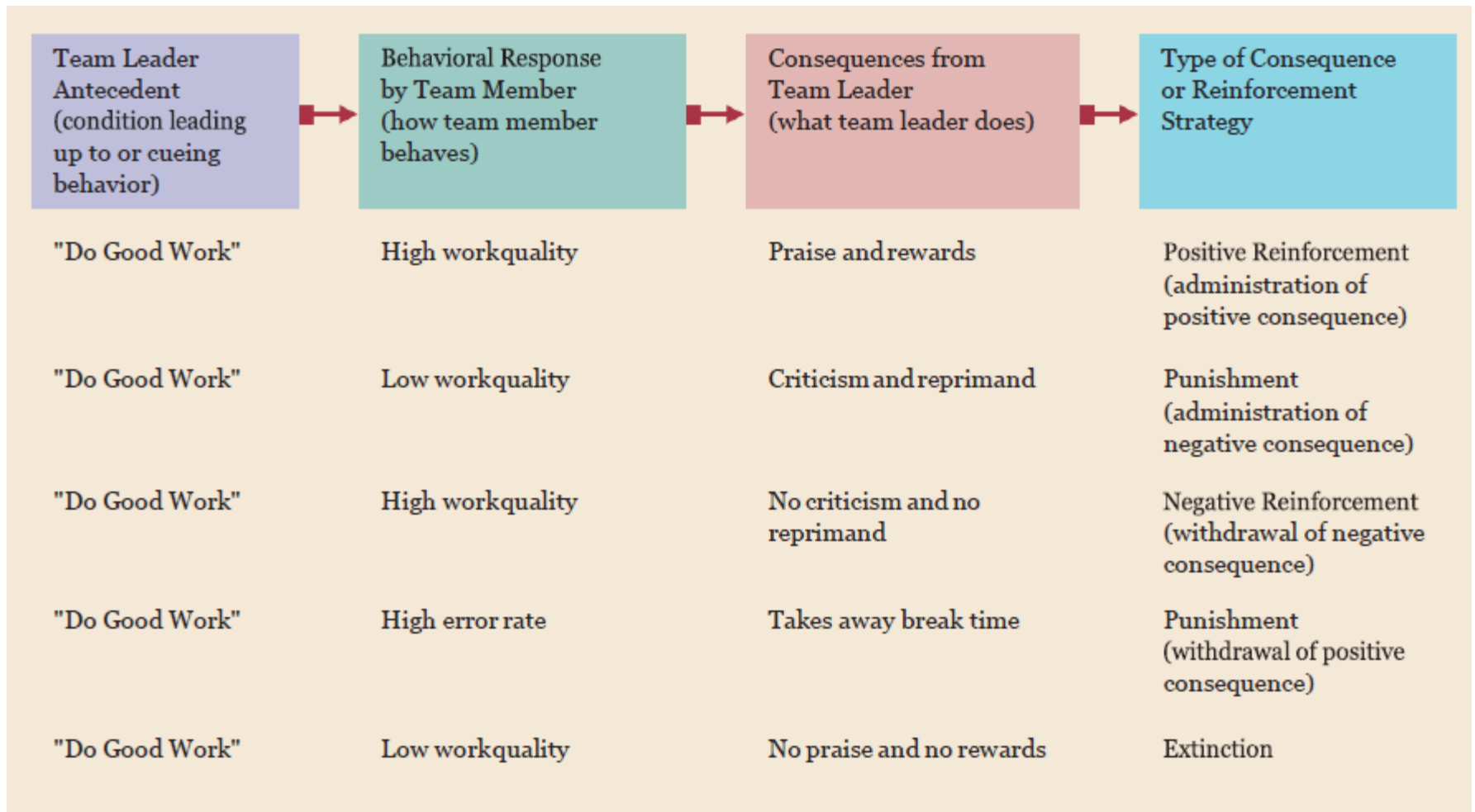
Negative reinforcement strengthens a behavior by making the avoidance of an undesirable consequence contingent on its occurrence.

Punishment discourages a behavior by making an unpleasant consequence contingent on its occurrence.

Extinction discourages a behavior by making the removal of a desirable consequence contingent on its occurrence.



REINFORCEMENT PROS & CONS



OBSERVATIONAL LEARNING

- **ATTENTION** : Pay attention to behavior and consequences
- **RETENTION** : Store in memory (not have occasion to use observed Response)
- **REPRODUCTION**: Ability to reproduce the response
- **MOTIVATION**: Satisfy a need

