

Characteristics



Compare and contrast perspectives that focus on individual-level attributes against those that focus on aggregate characteristics. If we provide a similar set of circumstances and constraints to a group of people, it is very likely that they will behave in the same way (Klein & Kozlowski, 2000) which means that aggregate characteristics are to be focused more than individual-level attributes. This is the macro perspective which is embedded in its sociological genesis and refers to the fact that there can be considerable similarities in people's social attitude- a behavior that ignores the apparent differences among the individuals. On the contrary, when more focus is maintained on aggregate characteristics, then it is probable that the individual differences get masked which are important attributes of an individual. This is the micro perspective which is embedded in its psychological genesis and emphasizes the fact that there are individual variations in attributes which impact individual responses (Klein & Kozlowski). Neither perspective is enough alone (Michalski & Tecuci, 1994, p. 381). Aggregate perspective tends to ignore individual differences that make a person behave the way he does. A mere focus on aggregate characteristics poses risk of showiness and worthlessness in the organizational culture. Contrarily, when only individual level attributes are considered, this tends to ignore contextual aspects that lead to collective responses. Thus, aggregate perspectives lead to misspecifications because there is no generalization of lower levels which makes it impossible to formulate a meaningful policy. Also, individual-level perspectives lead to problems formulating human resource management policies. Hence, a combined approach is required that integrates both the perspectives (Cameron, Sutton & Whetten, 1988).

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