

Organizational Behavior and Individual Differences



Learning Objectives

1. Describe the various personality traits that affect how managers think, feel, and behave.
2. Explain what values and attitudes are, and describe their impact on managerial action.
3. Appreciate how moods and emotions influence all members of an organization.
4. Describe the nature of emotional intelligence and its role in management.

Learning Objectives

<https://tinyurl.com/hexacoMGT305>



Organizational Fit

Person-Environment Fit

The congruence, match, or similarity between the person and environment

Supplementary fit exists when the person "supplements, embellishes, or possesses characteristics which are similar to other individuals" in the environment

Complementary fit means that a "weakness or need of the environment is off-set by the strength of the individual, and vice versa"

Organizational Fit

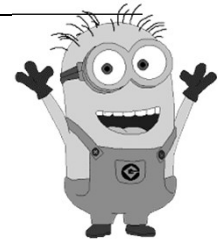
Person-Organization Fit

The degree to which a person's values, personality, goals, and other characteristics match those of the organization.

Person-Job fit

The degree to which a person's skill, knowledge, abilities, and other characteristics match the job demands.

Values, Attitudes, Moods and Emotions



Make no mistake between my personality and my attitude. My personality is who I am, my attitude depends on who you are.



Moods

Moods

Temporary way of being/feeling
Encompass how managers
actually feel when they are
managing

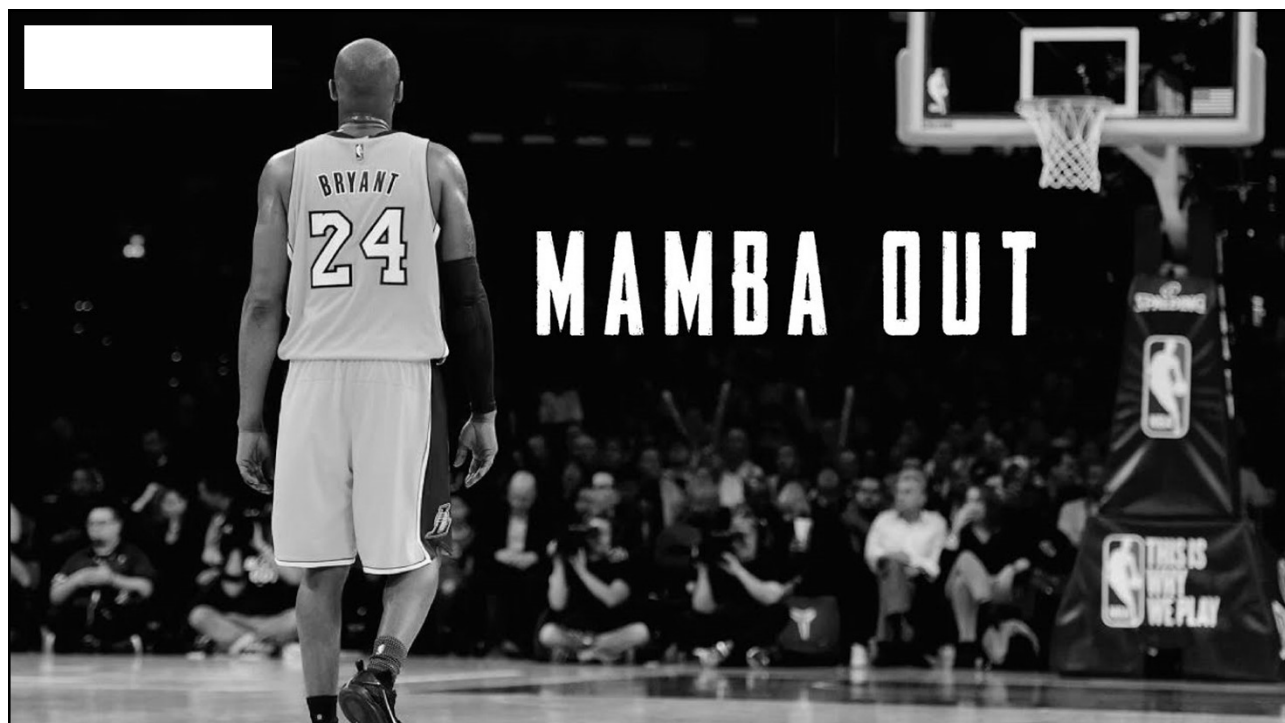
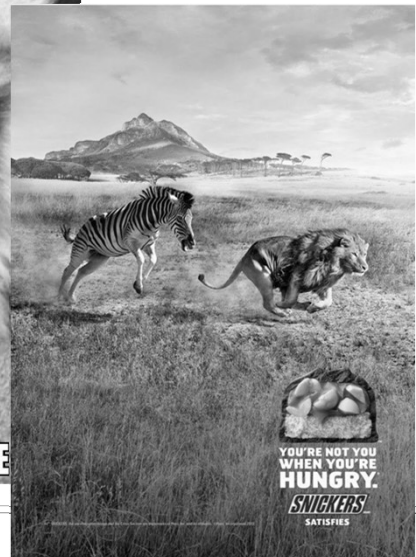
Emotions

Intense, relatively short-lived
feelings

Once whatever has triggered the
emotion has been dealt with, the
feelings may linger in the form of a
less intense mood

I DON'T LIKE MONDAY MORNINGS OR
PEOPLE WHO LIKE MONDAY
MORNINGS...

OR MONDAYS...OR
MORNINGS...OR PEOPLE



Attitudes

- Capture managers' thoughts and feelings about their specific jobs & organizations
- Managers' attitudes about their jobs and organizations affect how they approach their jobs
- Important Job attitudes:

★ **1. Job satisfaction**

★ **2. Organizational commitment**

★ **3. Org Citizenship Behaviors**

Attitudes -- Job Satisfaction

- *A general attitude (not a behavior) toward one's job; a positive feeling of one's job resulting from an evaluation of its characteristics*

**JOB
SATISFACTION**

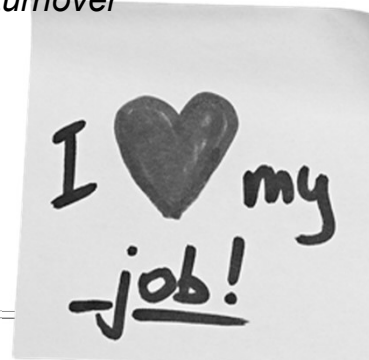


Attitudes -- Job Satisfaction

JOB SATISFACTION

- Managers high on job satisfaction believe their jobs have many desirable features or characteristics.
- Upper managers, in general, tend to be more satisfied with their jobs than entry-level employees.

- Two reasons job satisfaction is important:
 - *More likely to perform Organizational Citizenship Behaviors (OCBs)*
 - *Less likely to quit, reducing management turnover*



Attitudes -- Job Satisfaction -- Org Commitment

Organizational Commitment

- *The collection of feelings & beliefs that managers have about their organization as a whole*



Attitudes -- Job Satisfaction -- Org Citizenship Behaviors

Organizational Citizenship Behavior (OCB)

- *Discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization*



Personality

Personality

- *the set of stable characteristics that influence a person's behavior and found to have both hereditary and environmental influences.*



PERSONALITY
What makes you the way you are

Personality

Why is Personality Important to Management?

- *We are interested in understanding personality because it affects how and why people (employees and managers) behave the way they do at work (just like attitudes).*

Can Personality Predict Behavior?

- *There are some assessments and models that we use to try to predict behavior based on personality.*

Manager's personalities influence their behavior and their approach to managing people and resources

Personality traits that enhance managerial effectiveness in one situation may actually impair it in another

Personality Assessments

- Myers-Briggs Type Indicator (MBTI)
 - *Attempts to evaluate personality based on people's preferences regarding their perception and judgement.*
- HEXACO (or the Big 5)
 - *Divides personality into five (now six) different dimensions that are related to (workplace) behavior*



The MBTI is ...

a self-report instrument

nonjudgmental

★ **an indicator of preferences**

a way to sort, not to measure

professionally interpreted

used internationally



Preference Scales

Extraversion

Introversion

Sensing

Intuition

Thinking

Feeling

Judgment

Perception

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I
Introversion

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

S
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N
Intuition

ISTJ

Responsible, sincere, analytical, reserved. Hardworking and trustworthy with sound practical judgment.

ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F
Feeling

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

J
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P
Perceiving

Extroversion ----- Introversion

Where do you prefer to focus your attention?
Where do you get energy?

Extroverts

- Outer directed
- Energy & excitement
- Love "people" action

Introverts

- Inner directed
- Quiet
- People drain them

Judging ----- Perceiving

How do you deal with the outer world?

Judgers

- Like control & structure
- Want to get it decided
- Aggressive at decisions

Perceivers

- Want more information
- Keep options open
- Dislike schedules

Sensing ----- iNtuition

How do you prefer to take in information?

Sensors

- The 5 senses
- Practical reality
- Status quo

Intuitives

- Possibilities
- See the Big Picture
- Theoretical overview

Thinking ----- Feeling
How do you make decisions?

Thinkers

- Objective
- Logical
- Focus on the task

Feelers

- Subjective values
- Harmony
- Sociable & friendly

Write your name





Video

Why not use the Myers Briggs personality types?

Learning Objectives

<https://tinyurl.com/hexacoMGT305>



The Big Five Personality Dimensions

Openness to Experience – imaginative, curious, willing to experiment, creative

Conscientiousness – dependable, organized, reliable, responsible, persevering

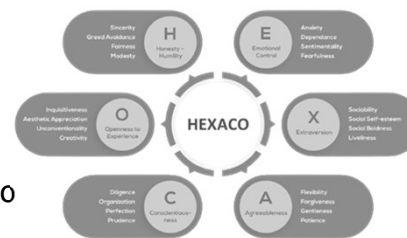
Extraversion – sociable, ambitious, assertive, talkative

Agreeableness – good-natured, tolerant, courteous, cooperative

Emotional Stability (Neuroticism) – secure, not easily upset, calm, sedate (depressed, anxious, insecure, hostile)

Some suggest there is a “Big 6” – HEXACO

Honesty-Humility (H), Emotionality (E), eXtraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O)



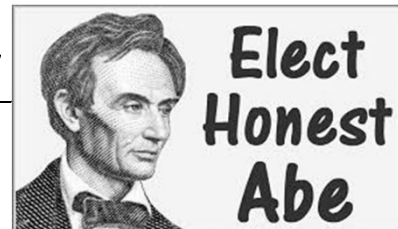
Honesty-Humility

Persons with very high scores:

- avoid manipulating others for personal gain,
- feel little temptation to break rules,
- are uninterested in lavish wealth and luxuries,
- feel no special entitlement to elevated social status.

Persons with very low scores:

- will flatter others to get what they want,
- are inclined to break rules for personal profit,
- are motivated by material gain,
- feel a strong sense of self-importance.



Shopping (bargaining)
in Jamaica



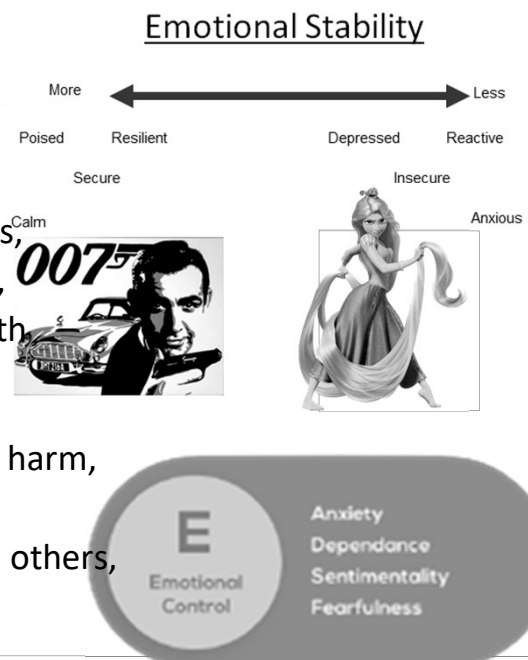
Emotionality

Persons with very high scores:

- experience fear of physical dangers,
- experience anxiety in response to life's stresses,
- feel a need for emotional support from others,
- feel empathy and sentimental attachments with others

Persons with very low scores:

- are not deterred by the prospect of physical harm,
- feel little worry even in stressful situations,
- have little need to share their concerns with others,
- feel emotionally detached from others.



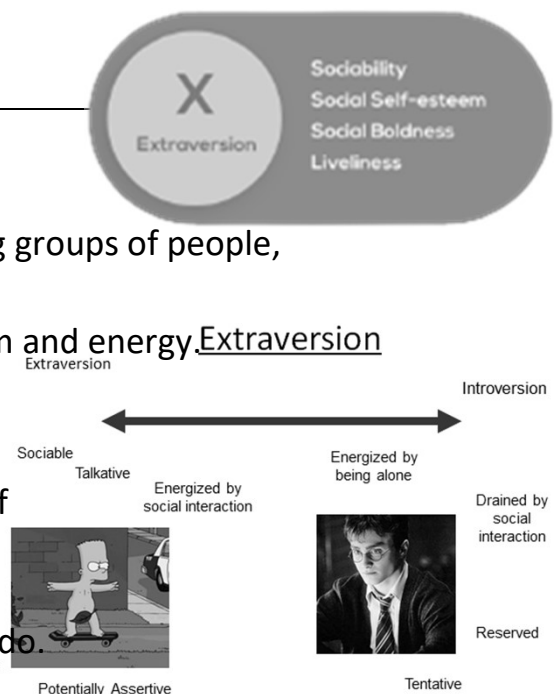
Extraversion

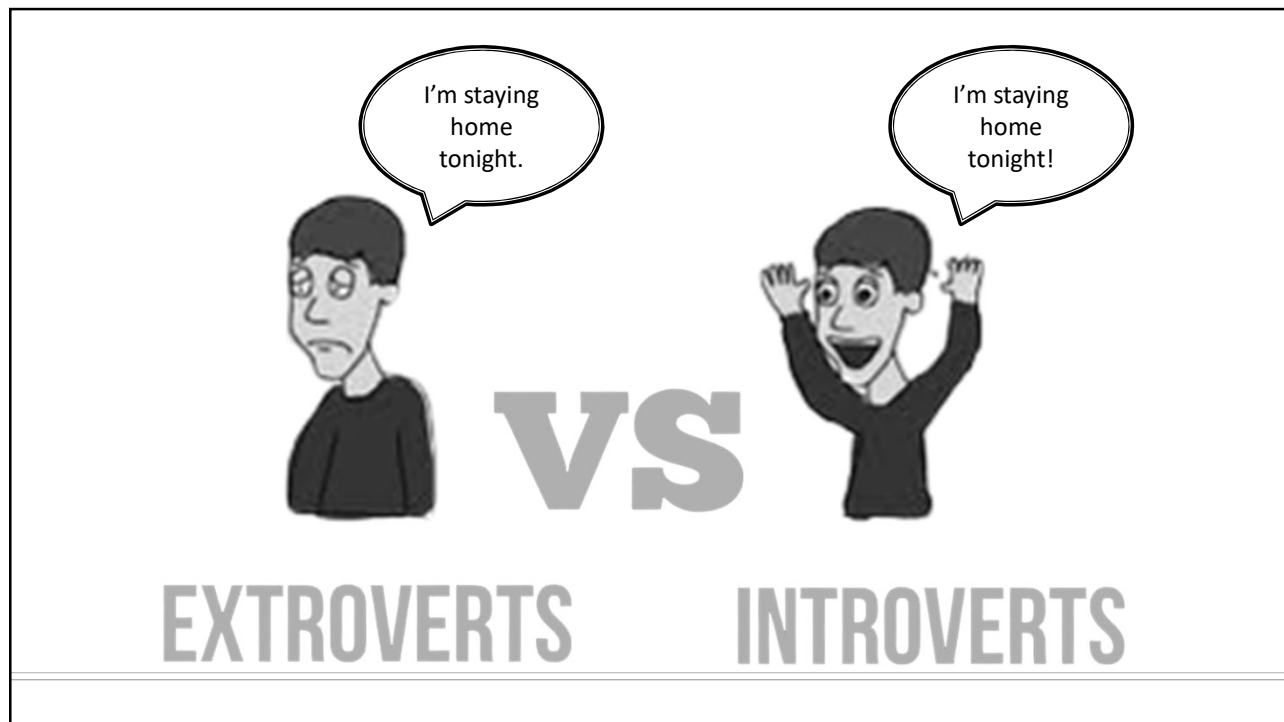
Persons with very high scores:

- feel positively about themselves,
- feel confident when leading or addressing groups of people,
- enjoy social gatherings and interactions,
- experience positive feelings of enthusiasm and energy

Persons with very low scores:

- consider themselves unpopular,
- feel awkward when they are the center of social attention,
- are indifferent to social activities,
- feel less lively and optimistic than others do.





Agreeableness (vs. Anger)

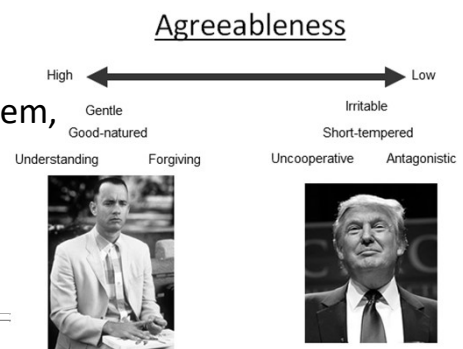
Persons with very high scores:

- forgive the wrongs that they suffered,
- are lenient in judging others,
- are willing to compromise and cooperate with others,
- can easily control their temper.



Persons with very low scores:

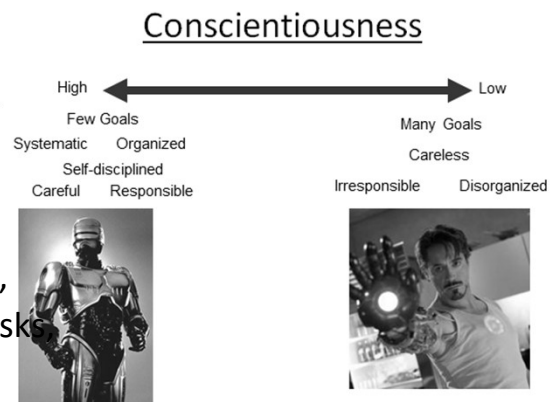
- hold grudges against those who have harmed them,
- are rather critical of others' shortcomings,
- are stubborn in defending their point of view,
- feel anger readily in response to mistreatment.



Conscientiousness

Persons with very high scores:

- organize their time and their physical surroundings,
- work in a disciplined way toward their goals,
- strive for accuracy and perfection in their tasks,
- deliberate carefully when making decisions.



Persons with very low scores:

- unconcerned with orderly surroundings or schedules,
- avoid difficult tasks or challenging goals,
- are satisfied with work that contains some errors,
- make decisions on impulse or with little reflection.



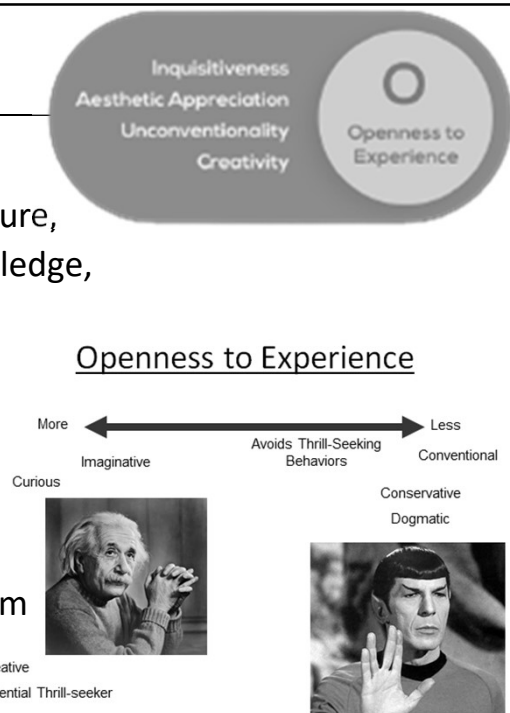
Openness to Experience

Persons with very high scores:

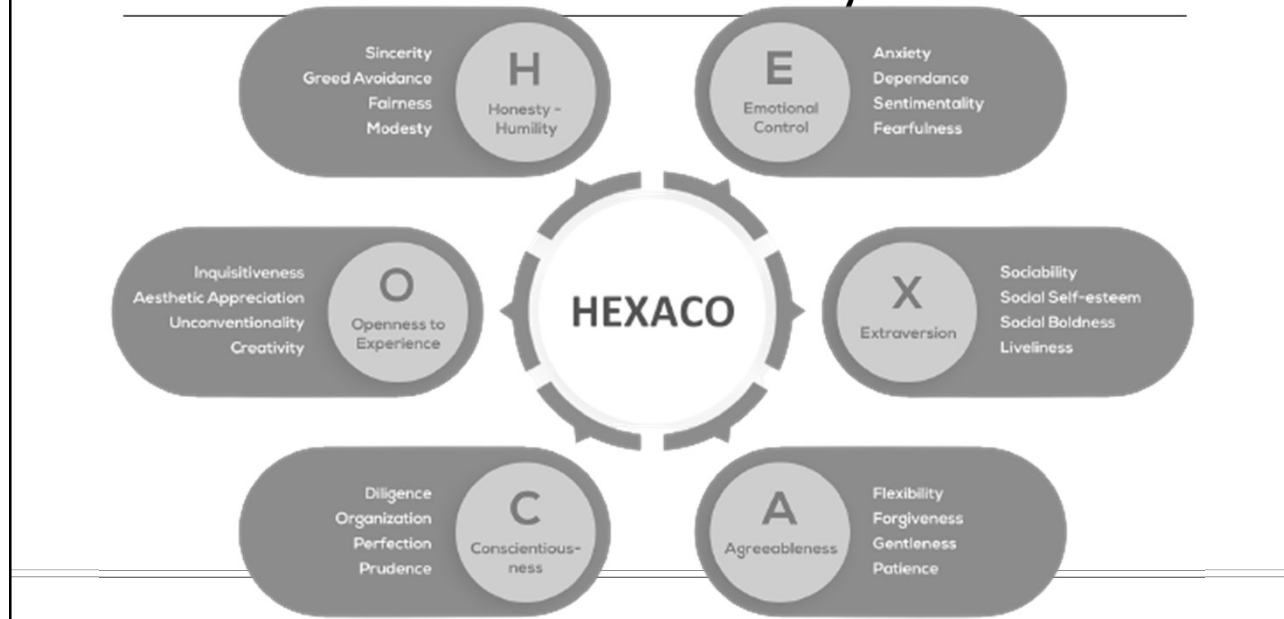
- become absorbed in the beauty of art and nature,
- are inquisitive about various domains of knowledge,
- use their imagination freely in everyday life,
- take an interest in unusual ideas or people.

Persons with very low scores:

- rather unimpressed by most works of art,
- feel little intellectual curiosity,
- avoid creative pursuits,
- feel little attraction toward ideas that may seem radical or unconventional.

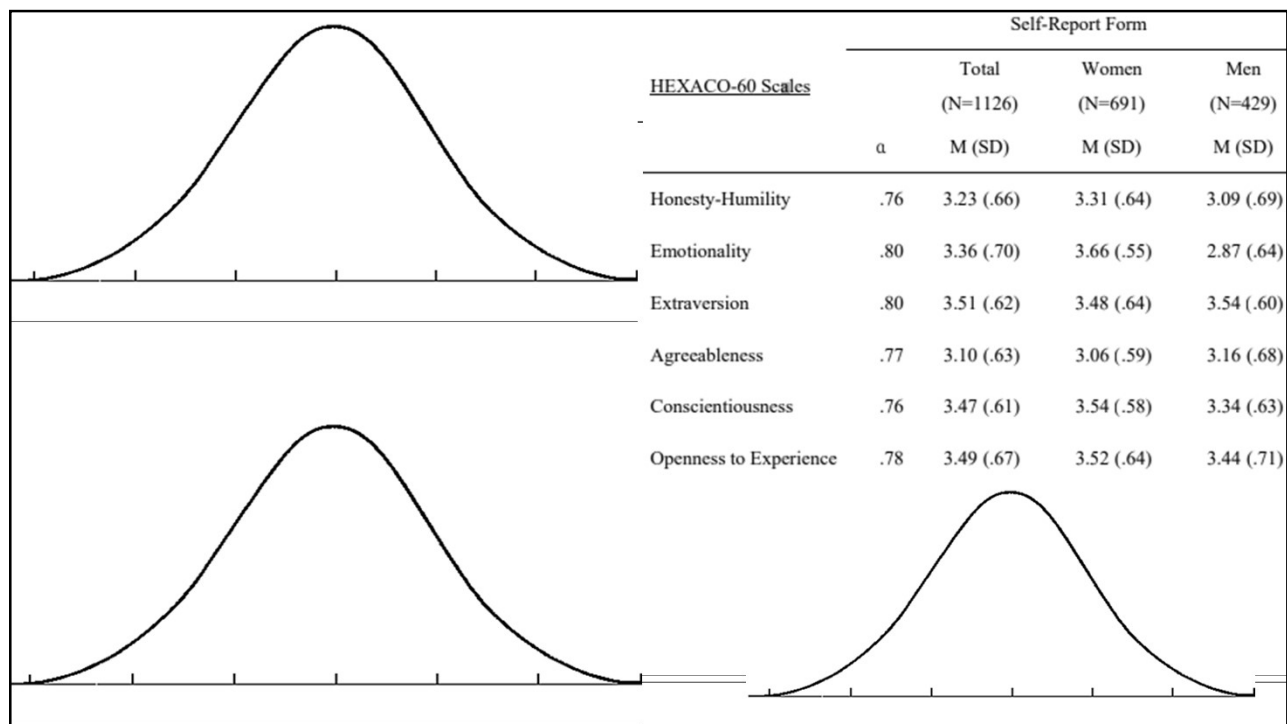


Results of Personality Test



Results of Personality Test

HEXACO-60 Scales	Self-Report Form			
	α	Total (N=1126)	Women (N=691)	Men (N=429)
		M (SD)	M (SD)	M (SD)
Honesty-Humility	.76	3.23 (.66)	3.31 (.64)	3.09 (.69)
Emotionality	.80	3.36 (.70)	3.66 (.55)	2.87 (.64)
Extraversion	.80	3.51 (.62)	3.48 (.64)	3.54 (.60)
Agreeableness	.77	3.10 (.63)	3.06 (.59)	3.16 (.68)
Conscientiousness	.76	3.47 (.61)	3.54 (.58)	3.34 (.63)
Openness to Experience	.78	3.49 (.67)	3.52 (.64)	3.44 (.71)



HEXACO Facets

Each personality factor can be broken down to represent a wide array of content within the factor.

Extraversion

- *Social Self-Esteem*: positive self regard in social contexts; believe they possess likable qualities
- *Social Boldness*: willingness to approach strangers and speak up in group settings
- *Sociability*: tendency to enjoy social interaction and parties
- *Liveliness*: enthusiasm & energy; optimism & high spirits



The Big Five Personality Dimensions

A study of police, professionals, managers, sales people, & skilled workers found...

Conscientiousness: Job & training proficiency

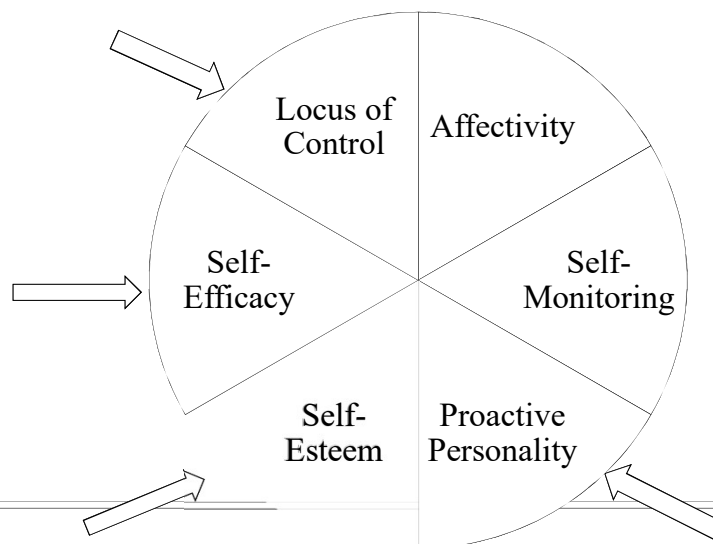
Emotional Stability: Consistently related to overall (not specific) job performance

Extraversion: Good for social interaction jobs

Agreeableness: Good for predicting teamwork performance, *organizational citizenship behaviors*

Openness: Good for predicting training performance

Other Personality Traits



Locus of Control

Generalized expectancies about control of rewards and punishments



Actually a measure of cognitions rather than emotions or behaviors

- Internal: belief in control by the self; you are responsible for your own fate; Own actions and behaviors are major and decisive determinants of (job) outcomes
- External: belief in control by an “other”; responsibility for one’s fate lies in outside forces; one’s own behavior has little impact on outcomes



Further research splits External into Powerful Others, God, Luck, Fate, etc.

Who is at the center of your universe?

Self-Efficacy

a person’s belief “in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives” (Wood and Bandura, 1989)

the perception that a person has of their ability to achieve a desired goal based on the skills (resources) they possess

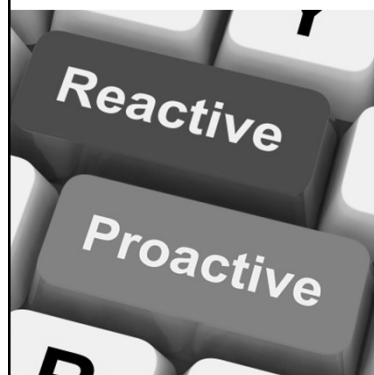
- Mastery experiences (“I’ve done this before”)
- Modeling (seeing it done by someone else)
- Verbal persuasion (someone telling you it’s possible)
- Physiological states (perceived anxiety levels, stress)

I CAN ~~DO~~ IT



Proactive Personality

- The relatively stable (dispositional) tendency to effect environmental change
- Identifies differences among people in the extent to which they take action to influence their environments
- One who is relatively unconstrained by situational forces, and who effects environmental
 - **Identifies opportunities, shows initiative, takes action (despite constraints/obstacles)**



Gerguras and Diefendorff, 2010