## Learning Outcomes

1. Describe individual differences and explain why they are important in understanding organizational behavior.
2. Articulate key personality traits and explain how they influence behavior in organizations.
3. Discuss how personality theories may be applied in organizations.
4. Define *social perception* and explain the factors that affect it.
5. Identify five common barriers to social perception.
6. Explain the attribution process and how attributions affect managerial behavior.

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### Learning Outcome

Describe individual differences and explain why they are important in understanding organizational behavior.

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Propositions of Interactional Psychology

Behavior is a function of continuous, multidirectional interaction between the person and the situation.

The person is active in this process and both changes situation and is changed by them.

People vary in many characteristics, including cognitive, affective, motivational and ability factors.

Two aspects of a situation are important: the objective situation and the person’s subjective view of the situation.
Learning Outcome

Articulate key personality traits and explain how they influence behavior in organizations.

Personality

The relatively stable set of characteristics that influences an individual’s behavior and lend it consistency.
Personality Theories

**Trait Theory** – understand individuals by breaking down behavior patterns into observable traits

**Psychodynamic Theory** – emphasizes the unconscious determinants of behavior

**Humanistic Theory** – emphasizes individual growth and improvement

**Integrative Approach** – describes personality as a composite of an individual’s psychological processes

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Big Five Personality Traits

<table>
<thead>
<tr>
<th>Trait</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>The person is gregarious, assertive, and sociable (as opposed to reserved, timid, and quiet).</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>The person is cooperative, warm, and agreeable (rather than cold, disagreeable, and antagonistic).</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>The person is hardworking, organized, and dependable (as opposed to lazy, disorganized, and unreliable).</td>
</tr>
<tr>
<td>Emotional stability</td>
<td>The person is calm, self-confident, and cool (as opposed to insecure, anxious, and depressed).</td>
</tr>
<tr>
<td>Openness to experience</td>
<td>The person is creative, curious, and cultured (rather than practical with narrow interests).</td>
</tr>
</tbody>
</table>

Sources:

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Personality Characteristics in Organizations

A strong situation can overwhelm the effects of individual personalities by providing strong cues for appropriate behavior.

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Personality Characteristics in Organizations

Strong personalities will dominate in a weak situation.

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Personality Characteristics in Organizations

Locus of Control

**Internal**

I control what happens to me!

**External**

People and circumstances control my fate!

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**Beyond the Book:**

What’s Your Locus of Control?

Choose A or B for each item:

1. a. Becoming a success is a matter of hard work; luck has little or nothing to do with it.
   b. Getting a good job depends mainly on being in the right place at the right time.

2. a. The average citizen can have an influence in government decisions.
   b. This world is run by the few people in power, and there is not much the little guy can do about it.

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3. a. As far as world affairs are concerned, most of us are the victims of forces we can neither understand nor control.
   b. By taking an active part in political and social affairs, people can control world events.

4. a. With enough effort we can wipe out political corruption.
   b. It is difficult for people to have much control over the things politicians do in office.

**Scoring Key:**
The internal locus of control answers are:  1a, 2a, 3b, 4a
The external locus of control answers are:  1b, 2b, 3a, 4b

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**Self-Efficacy**

beliefs and expectations about one’s ability to accomplish a specific task effectively
Personality Characteristics in Organizations

Sources of self-efficacy
- Prior experiences and prior success
- Behavior models (observing success)
- Persuasion
- Assessment of current physical and emotional capabilities

Self-Esteem

Success tends to increase self-esteem
Failure tends to decrease self-esteem

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Self-Monitoring

Behavior based on cues

High self monitors
- flexible: adjust behavior according to the situation and the behavior of others
- can appear unpredictable and inconsistent

Low self monitors
- act from internal states rather than from situational cues
- show consistency
- less likely to respond to work group norms or supervisory feedback

WHO IS MOST LIKELY TO...

Low self monitors:  
- Get promoted
- Change employers
- Make a job-related geographic move

High self monitors:  
- Get promoted ✔
- Change employers ✔
- Make a job-related geographic move ✔
The Role of Affect

Positive Affect – an individual’s tendency to accentuate the *positive* aspects of oneself, other people, and the world in general

Negative Affect – an individual’s tendency to accentuate the *negative* aspects of oneself, other people, and the world in general

Learning Outcome

Discuss how personality theories may be applied in organizations.
Four Measures of Personality

[Projective Test]
elicits an individual’s response to abstract stimuli

[Behavioral Measures]
personality assessments that involve observing an individual’s behavior in a controlled situation

[Self-Report Questionnaire]
assessment involving an individual’s responses to questions

[Myers-Briggs Type Indicator MBTI]
instrument measuring Jung’s theory of individual differences
Myers-Briggs Type Indicator

[Based on Carl Jung’s theories]
- People are fundamentally different
- People are fundamentally alike
- Population made up of extraverted and introverted types.

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Myers-Briggs Type Indicator

[Based on Carl Jung’s theories]
- Human similarities/differences understood by combining preferences
- No preferences better than others
- Understand, celebrate, and appreciate differences

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Myers-Briggs Type Indicator

In the 1940’s, Myers and Briggs developed the MBTI to understand individual differences by analyzing the combinations of preferences.

MBTI Preferences

<table>
<thead>
<tr>
<th>Preferences</th>
<th>Represents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>Introversion</td>
</tr>
<tr>
<td>Sensing</td>
<td>Intuiting</td>
</tr>
<tr>
<td>Thinking</td>
<td>Feeling</td>
</tr>
<tr>
<td>Judging</td>
<td>Perceiving</td>
</tr>
</tbody>
</table>

How one re-energizes
How one gathers information
How one makes decisions
How one orients to the outer world
MBTI Scales

<table>
<thead>
<tr>
<th>Introverts</th>
<th>Extraverts</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISTJ</td>
<td>ISFJ</td>
</tr>
<tr>
<td>ISTP</td>
<td>ISFP</td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFP</td>
</tr>
<tr>
<td>ESTJ</td>
<td>ESFJ</td>
</tr>
</tbody>
</table>

Sensing Types | Intuitive Types

Uses of MBTI

- Understand different viewpoints of others in the organization.
- Team building.
- Show benefits of diversity and differences.

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Define *social perception* and explain the factors that affect it.

**Perceiver Characteristics**
- Familiarity with target
- Attitudes/Mood
- Self-concept
- Cognitive structure

**Target Characteristics**
- Physical appearance
- Verbal communication
- Nonverbal cues
- Intentions

**Barriers**
- Selective perception
- Stereotyping
- First-impression error
- Projection
- Self-fulfilling prophecies

**Situational Characteristics**
- Interaction context
- Strength of situational cues

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Synesthesia is a rare perceptual condition in which one sensory perception triggers another—for example, music evokes colors or smells.

How quickly can you spot the 2’s in the picture to the right?

The task is effortless for “synesthetes,” who perceive the 2’s as a different color from the 5’s.

Learning Outcome

Identify the common barriers to social perception and explain the difficulties they cause.
Barriers to Social Perception

Impression Management
Stereotype
First Impression Error
Projection
Self-fulfilling prophecy

Beyond the Book:
Racial Stereotypes in Hiring

- Despite decades of progress in race relations, discrimination against non-white workers is a harsh reality.
- In a study of the low-wage labor market in New York city, researchers found that white applicants were twice as more likely to receive a job offer than equally-qualified black counterparts.
- The study also showed that white individuals just released from prison were just as likely to receive a job offer as blacks or Latinos with no criminal background.
Impression Management

The process by which individuals try to control the impression others have of them

– Name dropping
– Appearance
– Self-description
– Flattery
– Favors
– Agreement with opinion

Beyond the Book:
Flattery Will Get You Somewhere

According to new research from Hong Kong University of Science and Management, suggests that insincere flattery is quite effective. Though often viewed negatively, the report shows that flattery with an obvious ulterior motive leads to a initial favorable reaction.
Learning Outcome

Explain the attribution process and how attributions affect managerial behavior.

Attribution Theory

explains how individuals pinpoint
the causes of their own behavior
or that of others
Internal and External

**Internal attributions:**
Attributing events to something within the individual’s control.

**External attributions:**
Attributing events to something outside the individual’s control.

Attribution Biases

**Fundamental Attribution Error** – tendency to make attributions to internal causes when focusing on someone else’s behavior

**Self-Serving Bias** – tendency to attribute one’s own successes to internal causes and one’s failures to external causes
Beyond the Book:
What’s in a Name?

- Researchers at MIT and the University of Chicago mailed 5000 résumés to potential employers, using “white-sounding” and “black-sounding” names
- Callback rates on identical résumés were substantially higher for white-sounding names than for black-sounding names
- Conclusion: stereotypes and false attributions can lead to discrimination in hiring.

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1. Which Big Five personality traits best describe Daphne? Give examples of behavior from the film scene to support your observations.

2. Which Big Five personality traits best describe Millie? Give examples of behavior from the film scene to support your observations.

3. Review the discussion of the “Myers-Briggs Type Indicator® instrument” in this chapter. Assess both Daphne and Millie with the content of Table 3.3, “Characteristics Frequently Associated with Each Type.”

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