Personality, Perception, & Attribution
Variables Influencing Individual Behavior

- **The person**
  - Skills and abilities
  - Personality
  - Perception
  - Attribution
  - Attitudes
  - Values
  - Ethics

- **The environment**
  - Organization
  - Work group
  - Job
  - Personal life

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

**Sources:**
Personality Characteristics in Organizations

Locus of Control

**Internal**

I control what happens to me!

**External**

People and circumstances control my fate!
Self-Efficacy - Beliefs and expectations about one’s ability to accomplish a specific task effectively.

Sources of self-efficacy

- Prior experiences and prior success
- Behavior models (observing success)
- Persuasion
- Assessment of current physical and emotional capabilities
Self-Esteem – Feelings of self worth.

Success tends to increase self-esteem

Failure tends to decrease self-esteem
Other Dimensions Cont.

• Self-Monitoring
  – The extent to which people try to control the way they present themselves to others
    • High SMs fit to the given situation
    • Low SMs are guided by their own attitudes and beliefs
<table>
<thead>
<tr>
<th>Low self monitors</th>
<th>High self monitors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Get promoted</strong></td>
<td>✓</td>
</tr>
<tr>
<td>Accomplish tasks, meet other’s expectations, seek out central positions in social networks</td>
<td></td>
</tr>
<tr>
<td><strong>Change employers</strong></td>
<td>✓</td>
</tr>
<tr>
<td>Self-promote</td>
<td></td>
</tr>
<tr>
<td><strong>Make a job-related geographic move</strong></td>
<td>✓</td>
</tr>
<tr>
<td>Demonstrate higher levels of managerial self-awareness; base behavior on other’s cues and the situation</td>
<td></td>
</tr>
</tbody>
</table>
Other Dimensions Cont.

**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
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
Four Measures of Personality

[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.
Based on Carl Jung’s theories

- Human similarities/differences understood by combining preferences
- No preferences better than others
- Understand, celebrate, and appreciate differences
Myers-Briggs Type Indicator

• Myers and Briggs
  – Human similarities/differences understood by combining preferences
  – No preferences better than others
• What are preferences?
  – MBTI reports 4 dichotomies
  – Creates 16 personality types
# MBTI Preferences

<table>
<thead>
<tr>
<th>Preferences</th>
<th>Represents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>How one re-energizes</td>
</tr>
<tr>
<td>Introversion</td>
<td></td>
</tr>
<tr>
<td>Sensing</td>
<td>How one gathers information</td>
</tr>
<tr>
<td>Intuiting</td>
<td></td>
</tr>
<tr>
<td>Thinking</td>
<td>How one makes decisions</td>
</tr>
<tr>
<td>Feeling</td>
<td></td>
</tr>
<tr>
<td>Judging</td>
<td>How one orients to the outer world</td>
</tr>
<tr>
<td>Perceiving</td>
<td></td>
</tr>
<tr>
<td>Introverts</td>
<td>Extraverts</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>ISTJ</td>
<td>ESTJ</td>
</tr>
<tr>
<td>ISFJ</td>
<td>ESFJ</td>
</tr>
<tr>
<td>INFJ</td>
<td>ENFJ</td>
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<tr>
<td>INTJ</td>
<td>ENTJ</td>
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<tr>
<td>ISTP</td>
<td>ESTP</td>
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<td>ISFP</td>
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<td>ENTP</td>
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</table>

**MBTI Scales**

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Uses for MBTI

- Identify learning and teaching styles
- Decide on careers (Example: many managers are ESTJs)
- Determine decision-making style
- Determine management style
- Build teams (i.e., determine the right mix of people)
Why is perception important?

- Peoples’ behavior is based upon their perceptions of reality, not on reality itself (i.e., “Perception is Reality”)
- Errors and distortions are very common
- Perceptions and attributions (and the related errors) effect decision making and actions
Social Perception Model

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

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

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

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

- Impression Management
- Stereotype
- First Impression Error
- Projection
- Self-fulfilling prophecy
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
Self-Fulfilling Prophecy & The Pygmalion Effect

• **Self-Fulfilling Prophecy** (i.e., Pygmalion Effect) is that people’s expectations or beliefs determine their behavior and performance, thus serving to make their expectations come true.
Attribution Theory

• Explains how individuals pinpoint the causes of their own behavior or that of others
• Attributions can be made about the self or another person
• Biases reduce the accuracy of attributions
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