

# **Individual Differences: Personality and Ability**

Understanding and  
Managing  
Organizational  
Behavior

## **Chapter 2**

Sixth Edition  
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2-1

## **Learning Objectives**

- Understand the nature of personality and how it is determined by both nature and nurture
- Describe the Big Five personality traits and their implication for understanding behavior in organizations
- Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations

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2-2

## Learning Objectives

- Describe the different kinds of abilities that employees use to perform their jobs
- Appreciate how organizations manage ability through selection, placement, and training

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2-3

## Determination of a Leader

- *What does it take to lead one of the largest global companies in the snack, food, and beverage company?*
- The conscientiousness, determination, self-discipline, sociability, and affectionate behavior of Indrawn Nooyi, CEO of PepsiCo.

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## Individual Differences

Personality

Ability

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## Personality

**Personality** is the pattern of relatively enduring ways that a person feels, thinks, and behaves

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## The Nature of Personality

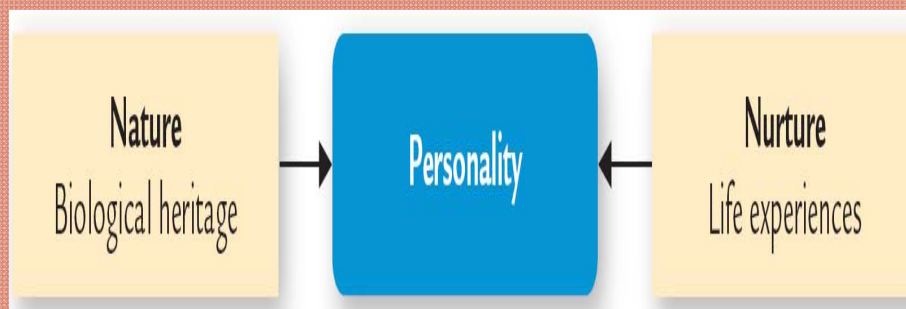
- Develops over a person's lifetime
- Generally stable in the context of work
- Can influence career choice, job satisfaction, stress, leadership, and even performance

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## Nature and Nurture: The Determinants of Personality

Exhibit 2.1

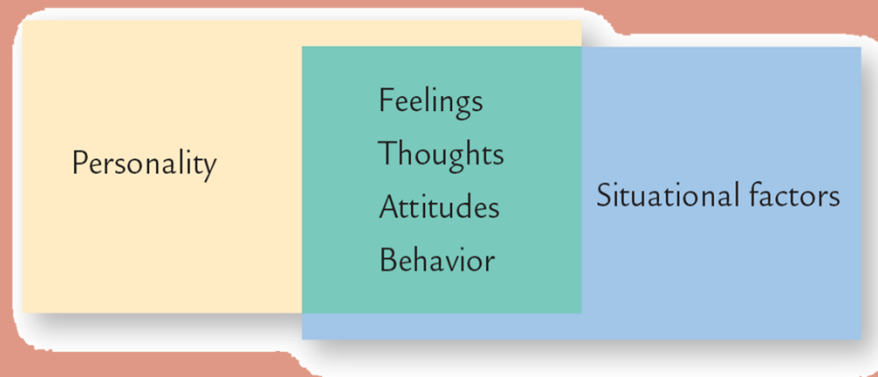


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## The Interaction of Personality and Situational Factors

Exhibit 2.2



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## Attraction-Selection-Attrition (ASA) Framework

$\Sigma$  of employee personalities = organizational personality

Individuals with similar personalities tend to be attracted to an organization (*attraction*) and hired by it (*selection*) and individuals with other types of personalities tend to leave the organization (*attrition*)

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## The Big Five Model of Personality



Extraversion

Neuroticism

Agreeableness

Conscientiousness

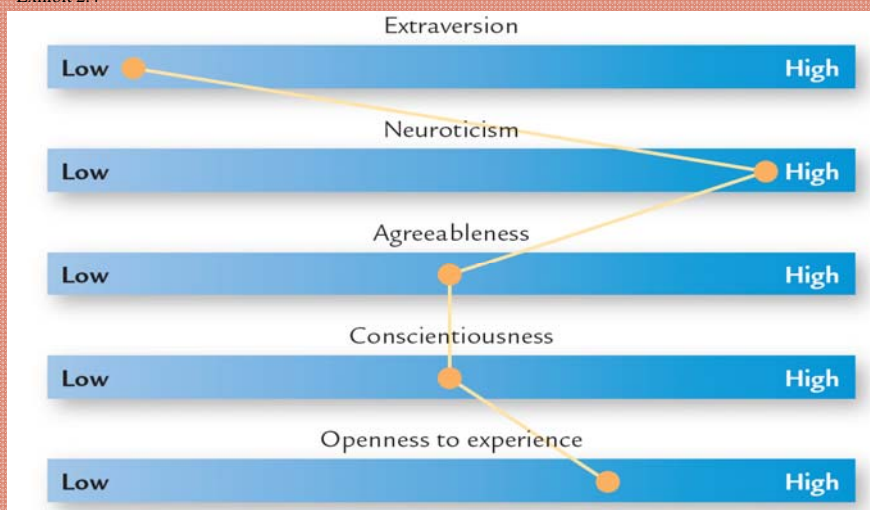
Openness to  
Experience

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## A Big Five Personality Profile

Exhibit 2.4

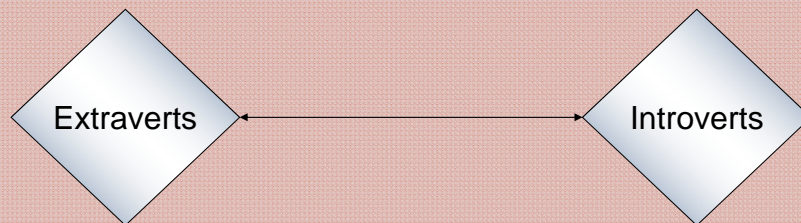


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## Extraversion (Positive Affectivity)

Personality trait that predisposes individuals to experience positive emotional states and feel good about themselves and the world around them



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## A Measure of Extraversion

Exhibit 2.5

- How accurately does each statement describe you?
- It is easy for me to become enthusiastic about things I am doing.
- I often feel happy and satisfied for no particular reason.
- I live a very interesting life.
- Every day I do some things that are fun.
- I usually find ways to liven up my day.
- Most days I have moments of real fun or joy.

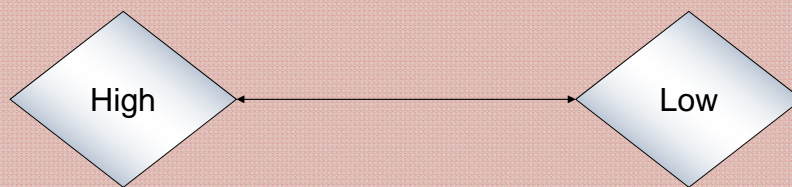
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## Neuroticism (Negative Affectivity)

Personality trait that reflects people's tendency to experience negative emotional states, feel distressed, and generally view themselves and the world around them negatively



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## A Measure of Neuroticism

Exhibit 2.6

- How accurately does each statement describe you?
- I often find myself worrying about something.
- My feelings are hurt rather easily.
- Often I get irritated at little annoyances.
- I suffer from nervousness.
- My mood often goes up and down.
- I sometimes feel “just miserable” for no good reason.

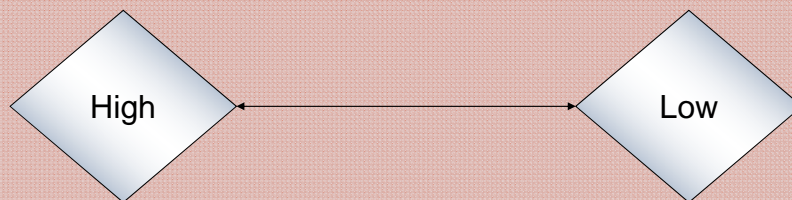
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## Agreeableness

Personality trait that captures the distinction between individuals who get along well with other people and those who do not



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## A Measure of Agreeableness

Exhibit 2.7

- How accurately does each statement describe you?
- I am interested in people.
- I am not really interested in others.\*
- I sympathize with others' feelings.
- I insult people.\*
- I have a soft heart.
- I am not interested in other people's problems.\*

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## Conscientiousness

Personality trait that describes the extent to which an individual is careful, scrupulous, and persevering



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## A Measure of Conscientiousness

Exhibit 2.7

- How accurately does each statement describe you?
- I am always prepared.
- I leave my belongings around.\*
- I pay attention to details.
- I make a mess of things.\*
- I get chores done right away.
- I often forget to put things back in their proper place.\*

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## Openness to Experience

Personality trait that captures the extent to which an individual is

- original,
- open to a wide variety of stimuli,
- has broad interests, and is
- willing to take risks as opposed to being narrow-minded and cautious

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## A Measure of Openness to Experience

Exhibit 2.7

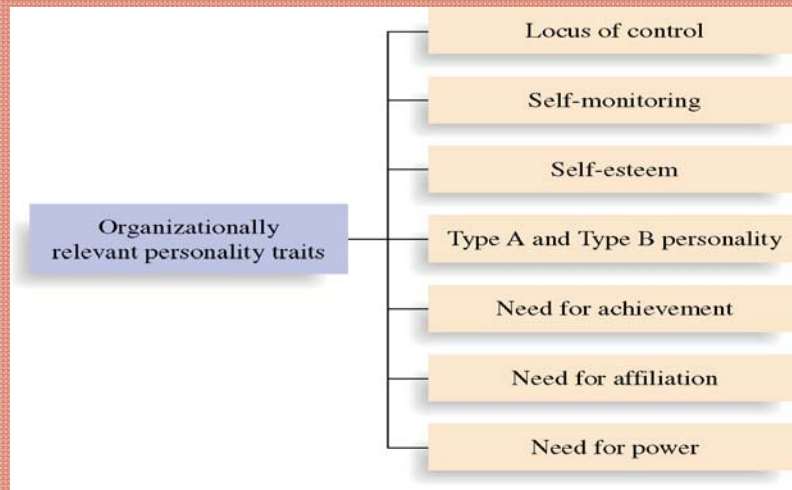
- How accurately does each statement describe you?
- I have a rich vocabulary.
- I have difficulty understanding abstract ideas.\*
- I have a vivid imagination.
- I am not interested in abstract ideas.\*
- I have excellent ideas.
- I do not have a good imagination.\*

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## Personality Traits Relevant to Organizations

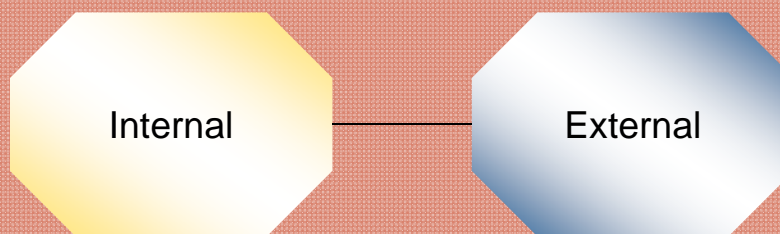
Exhibit 2.8



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## Locus of Control



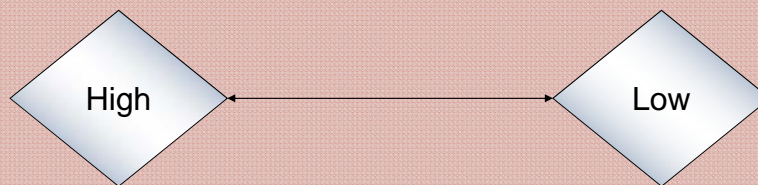
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## Self-Monitoring

**Self-monitoring** is the extent to which people try to control the way they present themselves to others



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## A Measure of Self-Monitoring

Exhibit 2.9

- I find it hard to imitate the behavior of other people.\*
- At parties and social gatherings, I do not attempt to do or say things that others will like.\*
- I can only argue for ideas that I already believe.\*
- I can make impromptu speeches even on topics about which I have almost no information.
- I guess I put on a show to impress or entertain others.

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## Self-Esteem

**Self-esteem** is the extent to which people have pride in themselves and their capabilities



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## Type A vs. Type B Personality

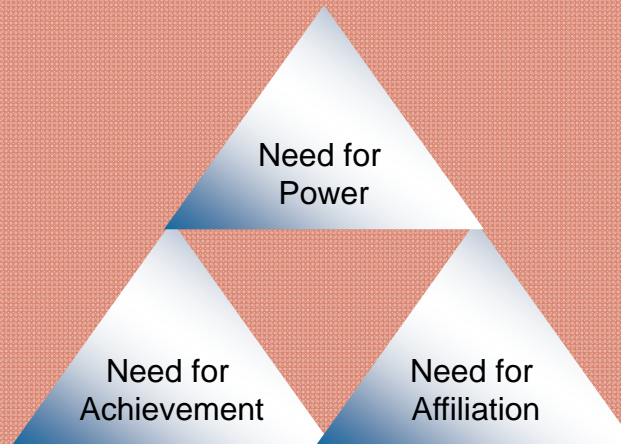
- Type A individuals have an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient, and can be hostile
- Type B individuals are more relaxed and easygoing

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## McClelland's Learned Needs



\*Managers should have a high need for achievement and power.

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## The Nature of Ability

What a person is capable of doing

Types of ability

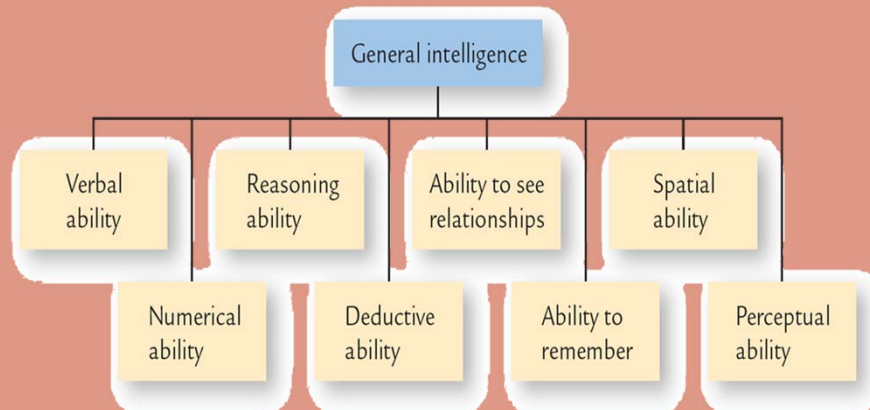
- Cognitive ability
- Physical ability
  - Motor skill
  - Physical skill
- Emotional intelligence

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## Types of Cognitive Ability

Exhibit 2.10



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## Cognitive Abilities

Exhibit 2.11

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Ability to see relationships</li> <li>• Ability to remember</li> <li>• Spatial ability</li> <li>• Perceptual ability</li> </ul> | <ul style="list-style-type: none"> <li>• Verbal ability</li> <li>• Numerical ability</li> <li>• Reasoning ability</li> <li>• Deductive ability</li> </ul> |
|--|---|

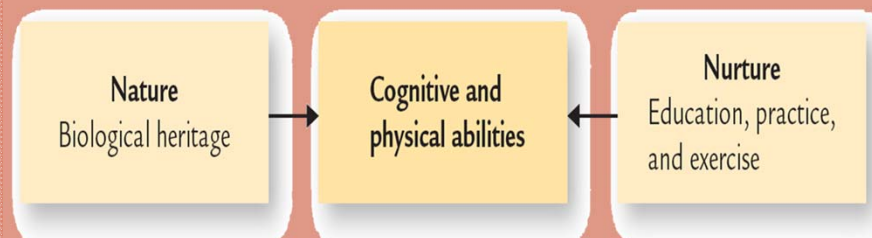
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## The Determinants of Cognitive and Physical Abilities

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## Emotional Intelligence

- The ability to understand and manage one's own feelings and emotions and the feelings and emotions of others
- A good understanding of how to use emotions to promote effective functioning and well-being

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## A Measure of Emotional Intelligence

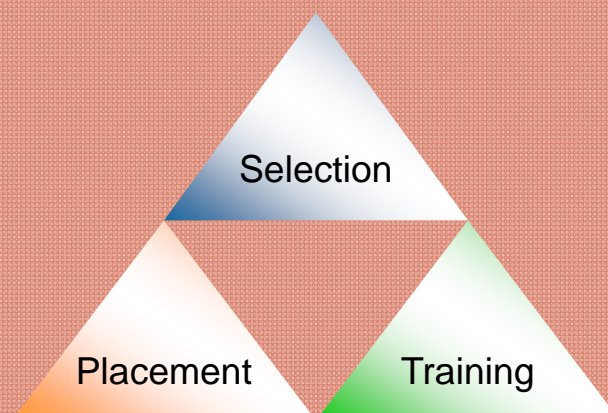
Exhibit 2.13

- I have a good sense of why I have certain feelings most of the time.
- I always know my friends' emotions from their behavior.
- I always set goals for myself and then try my best to achieve them.
- I am able to control my temper so that I can handle difficulties rationally.
- I have a good understanding of my own emotions.

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## Management of Ability



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