Chapter 5
Individual Differences:
Self-Concept, Personality & Emotions

- From Self-Concept to Self-Management
- Personality: Concepts and Controversy
- Emotions: An Emerging OB Topic

Self-Esteem

- **Self-Esteem** one's overall self-evaluation
| 1) Live consciously | Be actively and fully engaged in what you do and with whom you interact |
| 2) Be self-accepting | Don’t be overly judgmental or critical of your thoughts and actions |
| 3) Take personal responsibility | Take full responsibility for your decisions and actions in life’s journey |
| 4) Be self-assertive | Be authentic and willing to defend your beliefs when interacting with others, rather than bending to their will to be accepted or liked |
| 5) Live purposefully | Have clear near-term and long-term goals and realistic plans for achieving them to create a sense of control in your life |
| 6) Have personal integrity | Be true to your word and your values |
Organization-based self-esteem (OBSE): “Self-perceived value that individuals have of themselves as organization members acting within an organizational context.”

Determinants and Consequences of Organization-Based Self-Esteem

Determinants of OBSE
- Managerial respect
- Organizational structure
- Job complexity

Factors Influenced by OBSE
- Global self-esteem
- Job performance
- Intrinsic motivation
- General satisfaction
- Citizenship behavior
- Organizational commitment and satisfaction
Building On-The-Job Self-Esteem

- Show concern for personal problems, interests, status, and contributions.
- Offer work involving variety, autonomy, and challenges.
- Strive for management-employee cohesiveness and build trust.
- Have faith in each employee’s self-management ability

Self Efficacy

- **Self Efficacy** is a person’s belief about his or her chances of successfully accomplishing a specific task
Effects of High Self-Efficacy

Sources of Self-Efficacy Beliefs
- Prior Experience

Feedback
- "I know I can do this job"

Behavioral Patterns
- Be active—select best opportunities
- Manage the situation—avoid or neutralize obstacles
- Set goals—establish standards
- Plan, prepare, practice
- Try hard: persevere
- Creatively solve problems
- Learn from setbacks
- Visualize success
- Limit Stress

Results
- Success

Effects of Low Self-Efficacy

Sources of Self-Efficacy Beliefs
- Prior Experience

Feedback
- "I don't think I can get the job done"

Behavioral Patterns
- Be passive
- Avoid difficult tasks
- Develop weak aspirations and low commitment
- Focus on personal deficiencies
- Don't even try—make a weak effort
- Quit or become discouraged because of setbacks
- Blame setbacks on lack of ability or bad luck
- Worry, experience stress, become depressed
- Think of excuses for failing

Results
- Failure
Managerial Areas Where Self-Efficacy Requires Constructive Action

1) Recruiting/selection/job assignments
2) Job design
3) Training and development
4) Self-management
5) Goal setting and quality improvement
6) Coaching
7) Leadership and mentoring
8) Rewards

Self-Management

- Self-Management when an individual consciously controls the learning process of acquiring new behavior through the interplay of environmental cues, consequences and cognitive processes
### The Big Five Personality Dimensions

<table>
<thead>
<tr>
<th>Personality Dimension</th>
<th>Characteristics of a Person Scoring Positively on the Dimension</th>
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<tbody>
<tr>
<td>1) Extraversion</td>
<td>Outgoing, talkative, social, assertive</td>
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<tr>
<td>2) Agreeableness</td>
<td>Trusting, good natured, cooperative, soft hearted</td>
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<tr>
<td>3) Conscientiousness</td>
<td>Dependable, responsible, achievement, oriented, persistent</td>
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<td>4) Emotional stability</td>
<td>Relaxed, secure, unworried</td>
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<tr>
<td>5) Openness to experience</td>
<td>Intellectual, imaginative, curious, broad minded</td>
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</tbody>
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#### Locus of Control

- **External Locus of Control**: one’s life outcomes attributed to environmental factors such as luck or fate
- **Internal Locus of Control**: belief that one controls key events and consequences in one’s life.
Emotional Intelligence

- Emotional Intelligence: ability to manage oneself and interact with others in a constructive way

Developing Personal and Social Competence through Emotional Intelligence

- Personal Competence:
  - Self-Awareness
    - Emotional self-awareness
    - Accurate self-assessment
    - Self-confidence
  - Self-Management
    - Emotional self-control
    - Transparency
    - Achievement
    - Initiative
    - Optimism