Chapter Five

Individual Differences: Personality, Attitudes, Abilities and Emotions

Self-Esteem

Self-esteem: “A belief about one’s own self worth based on an overall self-evaluation.”

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

OBSE

Factors Influenced by OBSE
- Global self-esteem
- Job performance
- Intrinsic motivation
- General satisfaction
- Citizenship behavior
- Organizational commitment and satisfaction

Your Self-Esteem and Mine

- What kinds of things do people tend to take pride in?
- What kinds of things were not mentioned very frequently?
- How many people periodically review past successes?
- Are we sometimes reluctant to express a positive self-concept to others? Why?
- How did it feel to have an empathetic listener?
- Can you think of some relatively “safe” ways in which we can express self-esteem at work?
- How might you help to build someone’s self-esteem in the workplace? Is this always a good thing?
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The Determinants and Consequences of Organization-Based Self-Esteem (OBSE)

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Building On-The-Job Self-Esteem

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- 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: “A person’s belief about his or her chances of successfully accomplishing a specific task.”

A Model of Self-Efficacy

- Sources of Self-Efficacy Beliefs:
  - Prior experience
  - Behavior models
  - Persuasion from others
  - Assessment of physical/emotional state

The Big Five Personality Dimensions

1. Extraversion: Outgoing, talkative, sociable, assertive
2. Agreeableness: Trusting, good natured, cooperative, soft hearted
3. Conscientiousness: Dependable, responsible, achievement oriented, persistent
4. Emotional stability: Relaxed, secure, unworried
5. Openness to experience: Intellectual, imaginative, curious, broad minded

- Research finding: Conscientiousness is the best (but not a strong) predictor of job performance
Jung’s Cognitive Styles Typology

- Sensation/thinking (ST): Use senses for perception and rational thinking for judgment
- Intuition/thinking (NT): Focuses more on possibilities than on facts; theoretical and technical abilities
- Sensation/feeling (SF): Factual person who relates well with others
- Intuition/feeling (NF): Has artistic flair and relies on personal insights rather than facts

A Conceptual Model for the Study of Individual Differences in OB

The Unique Individual

Personality traits
  Self Concept
    • Self-esteem
    • Self-efficacy
    • Self-monitoring

Forms of Self-Expression

Attitudes
  Abilities
  Emotions
Self-Monitoring

**Self-monitoring:** “The extent to which a person observes their own self-expressive behavior and adapts it to the demands of the situation.”

- **Two horns of a behavioral dilemma?** Very high self-monitors are criticized for being inconsistent chameleons while very low self-monitors are criticized for being too self-centered and insensitive to others.
- **For class discussion:** What is the appropriate degree of self-monitoring for managerial success in modern organizations?

Organizational Identification

**Organizational Identification:** “Beliefs about one’s organization are integrated into one’s identity.”

- **For class discussion:** Where does organizational identification cross the line into “selling out” and losing your personal identity?
Locus of Control

- Internal locus of control: belief that one controls key events and consequences in one’s life.
- External locus of control: One’s life outcomes attributed to environmental factors such as luck or fate.

For class discussion: What sort of locus of control “balance” do today’s managers need to seek to be successful without experiencing excessive stress?

A Model of Behavioral Intention

- The person’s beliefs that the behavior leads to certain outcomes and his evaluations of these outcomes
- The person’s beliefs that specific individuals or groups think he should or should not perform the behavior and his motivation to comply with the specific referents

- Attitude toward the behavior
- Relative importance of attitudinal and normative consideration
- Subjective norm

Intention → Behavior
Performance Depends on the Right Combination of Effort, Ability, and Skill

Seven Major Mental Abilities

1. **Verbal comprehension**: Meaning of words and reading comprehension
2. **Word fluency**: Ability to produce isolated words to meet specific requirements
3. **Numerical**: Arithmetic computation
4. **Spatial**: Perceive spatial patterns and visualize geometric shapes
5. **Memory**: Good rote memory of words, symbols, and lists
6. **Perceptual speed**: Perception of similarities and differences in figures
7. **Inductive reasoning**: Reasoning from specifics to general conclusion
Emotions

Emotions: “Complex, patterned, organismic reactions to how we think we are doing in our lifelong efforts to survive and flourish and to achieve what we wish for ourselves.”

Positive and Negative Emotions

Negative emotions (Goal incongruent):
- Anger - Fright/anxiety
- Guilt/shame - Sadness
- Envy/jealousy - Disgust

Positive emotions (Goal congruent)
- Happiness/joy - Pride
- Love/affection - Relief

How To Manage Anger In Yourself And Others

Responding to Angry Provocation Guides

For Action:
- Expect angry people to exaggerate
- Recognize the other’s frustrations and pressures
- Use the provocation to develop your abilities
- Begin to problem solve when the anger is at moderate levels
- Congratulate yourself on turning an outburst into an opportunity to find solutions
- Share successes with partners